



**RUGBY**  
**WORLD CUP™**

RWC 2023  
HOST SELECTION PROCESS  
EVALUATION REPORT

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RWC 2023  
HOST RECOMMENDATION





The tenth hosting of Rugby World Cup will take place in the year of the 200<sup>th</sup> anniversary of rugby's birth in 1823. The responsibility of building on the success and evolution of the tournament from 1987 to the present day is a considerable one.

As detailed in section two of this report, World Rugby embarked on a very detailed, thorough and transparent host selection process to lead to the award of hosting rights for Rugby World Cup 2023. The process has been guided by three fundamental principles of transparency, fairness and professionalism. This report contains the evaluation of the bid submissions made by the three candidates and outlines the recommendation of the Rugby World Cup Limited (RWCL) Board of Directors to World Rugby as to who should be awarded the right to host Rugby World Cup 2023.

Rugby differentiates itself from other sports based on its values, and particularly integrity and respect. Upholding these values has been an important part of the host selection process.

This evaluation report, and the recommendation that the RWCL Board of Directors have made as a result, is based on the Technical Review Group's expert analysis of the

three bid submissions. These subject matter experts have used the pre-defined scoring criteria to evaluate their relevant areas. This analysis has then been scrutinised by the independent advisors to ensure that the criteria have been applied fairly to all candidates at all times.

The report is not an attempt to condense or replicate the information contained in the bid submissions. However, the detail in this report ensures that the World Rugby Council have sufficient information to understand each candidate's concept.

As previously communicated to Council, the bid submissions have not been made available in full. There are a number of reasons for this, including the volume of information in the submissions and the fact that significant clarifications have been sought and provided following the bid submissions; the evaluation team have distilled the key proposals, differentiators and variables for each area.

In addition to each candidate's bid response, the evaluation team has also had the opportunity to ask clarification questions, meet with candidates where necessary and conduct further independent analysis. The outcomes of this evaluation work are included in this report.

The evaluation report has been independently verified by The Sports Consultancy, advisors to World Rugby throughout the host selection process, to ensure objectivity, fairness and consistency.

From the atmosphere in match venues, the excitement in official fanzones, and the anticipation of a global television audience, the presentation of Rugby World Cup as rugby's

## EXECUTIVE SUMMARY

showcase event is more important than ever in a rapidly changing sports and media environment. The choice of host for RWC 2023 is an important one in ensuring that the continued growth and development of rugby around the world is secured.

As reflected in this report, World Rugby has received three outstanding candidate submissions. World Rugby is in the fortunate position of having three strong and vibrant rugby nations bidding to host RWC 2023, and the quality of the three bid submissions is testament to the fact that any of the three candidates could host a successful Rugby World Cup. All three candidates have satisfied the Technical Review Group that they understand the requirements of hosting a Rugby World Cup, and have provided plans and proposals that demonstrate their hosting abilities. It is evident to the RWCL Board and the Technical Review Group that all three candidates have put a huge amount of work into the process and their submissions. We would like to thank all three candidates for their efforts, dedication and for playing their part in this professional and transparent process.

The purpose of the evaluation by the Technical Review Group and the RWCL Board has been to apply the defined evaluation criteria to clearly identify the differentiators within the bid submissions and in doing so to **identify the candidate that is best placed to deliver an outstanding Rugby World Cup that in turn delivers against World Rugby's objectives. Our recommendation is that there is one candidate who can best do this – demonstrated by receiving the highest evaluation score.**



# EXECUTIVE SUMMARY

The weighted scoring has been designed to reflect the key success factors in hosting RWC. These weighted scoring criteria have been independently verified at every stage, with input from the RWCL Board.

requirements. However, in some areas, the scores applied are both absolute (against the defined scoring criteria notes) and also relative as between the bid submissions. Individual scoring notes are provided in each section.

RWC Delivery Guides (in every functional area), technical specifications, and a Knowledge Centre that includes core documentation from previous tournaments. RWCL Board are satisfied that all three candidates have demonstrated a good understanding of what is required to deliver a successful Rugby World Cup, and the evolving standards required to ensure that Rugby World Cup remains a world class event.

With regard to scoring, generally a score of 2 represents the particular bid submission meeting the requirements specified by World Rugby, with a score of 3 or 4 representing the bid submission exceeding the minimum

A very substantial amount of information has been shared with the candidates since the process was launched in May 2015. An opportunity to attend the RWC 2015 observer programme was available, followed by access to the

## COMPARATIVE SCORES

CRITERIA	WEIGHTING	FRANCE	IRELAND	SOUTH AFRICA
VISION AND HOSTING CONCEPT	10%	7.06%	6.75%	6.25%
TOURNAMENT, ORGANISATION AND SCHEDULE	5%	3.75%	3.44%	3.91%
VENUES AND HOST CITIES	30%	22.88%	21.75%	26.63%
TOURNAMENT INFRASTRUCTURE	20%	13.75%	13.63%	15.50%
FINANCE, COMMERCIAL AND COMMITMENTS	35%	28.44%	26.69%	26.69%
<b>TOTAL</b>	<b>100%</b>	<b>75.88%</b>	<b>72.25%</b>	<b>78.97%</b>

## RUGBY WORLD CUP 2023 HOST RECOMMENDATION: SOUTH AFRICA



Based on the evaluation contained in this report, the candidate that scored the highest marks and is therefore deemed to be the optimal candidate to host Rugby World Cup 2023 is **SOUTH AFRICA**.

It is the recommendation of the RWCL Board of Directors to World Rugby Council that **SOUTH AFRICA** should be awarded the right to host Rugby World Cup 2023.

*The Board of Directors of Rugby World Cup Limited.*



RUGBY WORLD CUP 2023

THE WORLD IN UNION

TACKLE HUNGER

RWC 2023  
HOST SELECTION PROCESS

RUGBY

MasterCard Black



## INTRODUCTION

World Rugby relies heavily on Rugby World Cup (RWC) to showcase and fund the global game. It is an opportunity, every four years, to reach out to global audiences with a premium product; the best rugby, on the best stage, broadcast to the highest quality, to endeavour to reach old and new audiences to retain and stimulate interest in the game. It is also World Rugby's main source of revenue and therefore the financial success of the tournament is crucial to World Rugby's investment in the game to secure its continued growth, in a busy sports market. The host selection process and the weightings explained in further detail below, reflect this with 85% of the weighting dedicated to the venues, cities, tournament infrastructure, finance and commercial aspects.

### WORLD RUGBY'S COMMITMENT TO RUNNING A FAIR, TRANSPARENT AND PROFESSIONAL HOST SELECTION PROCESS

In setting out to find a host for RWC 2023, RWCL committed itself to run a selection process that would be guided by three fundamental principles; transparency, fairness and professionalism.

The processes by which major event rights holders select their hosts are under increasing public scrutiny. The transparency by which decisions are made and the investment that bidders are required to commit have been called into question. In response to this changing landscape, and to capitalise on learnings from previous RWC host selection processes, RWCL made the proactive step to review and propose changes to the Rugby World Cup 2023 host selection process (including the approach to decision making).

The restructure of the process was designed to learn from, and adopt, industry best practice to make the decision-making process transparent, fair and robust.

RWCL commissioned The Sports Consultancy (**TSC**) to analyse industry trends and make a series of recommendations for enhancements to the host procurement process. TSC worked closely with the senior leadership of RWCL to understand the past processes, learn from observations from previous iterations and identify opportunities for enhancements. In addition, TSC analysed a range of comparable scale major events and procurement exercises to identify industry leading practice that could be applied to the RWC 2023 host selection process.

The review identified significant opportunities for RWCL to learn from, and implement, best practice into its decision-making process. Consequently, RWCL made the decision to adopt a number of significant changes. These changes were subsequently signed off at both RWCL Board and World Rugby Council level, with one overriding objective – to showcase World Rugby as a fair and transparent organisation that is committed to best practice.

#### ***The following changes to the host selection process were approved by the RWCL Board and World Rugby Council:***

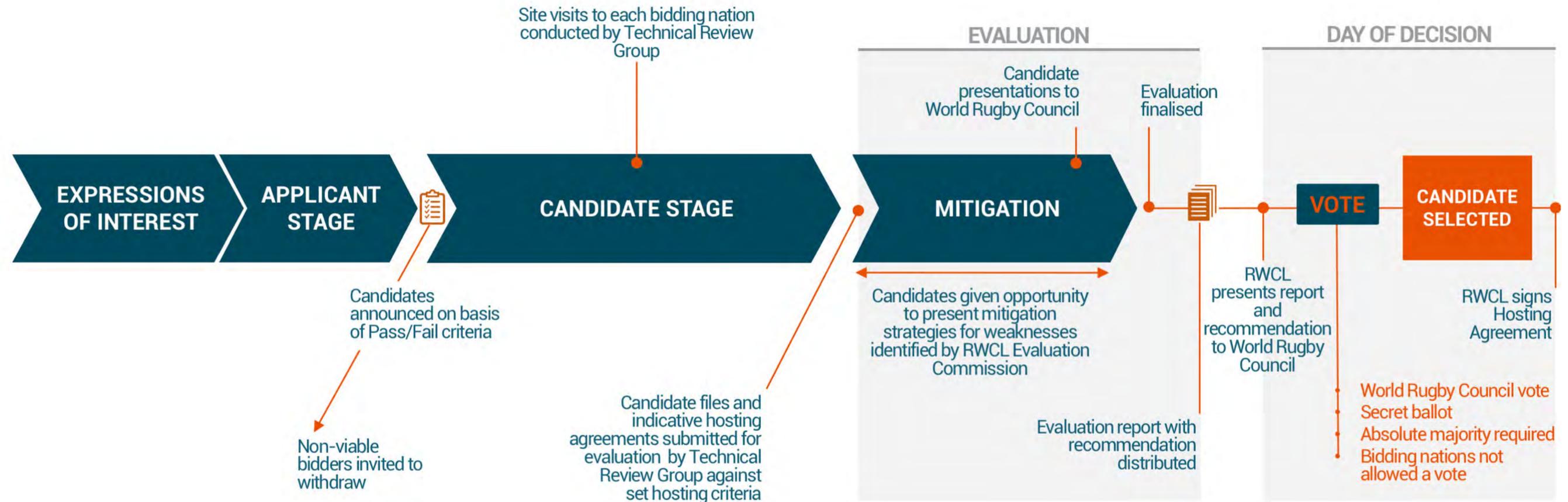
- RWCL should collectively design and agree evaluation criteria that clearly articulate the prioritised requirements of a successful bid, to ensure consistent application of decision making throughout the process. These evaluation criteria should reflect the breadth of the operational, financial, commercial, sporting and

# HOST SELECTION PROCESS

social objectives of the RWC and should be weighted to unambiguously articulate RWCL's priorities. This will allow quantitative analysis throughout the process, leading to more transparent decision making.

- The evaluation criteria, and their broad weightings, should be communicated to bidders at the start of the process, and re-affirmed throughout.
- Stage-gates should be implemented into the process that allow the early identification of unviable bids or issues that bidders need to mitigate to be successful. Where an unviable bid is identified, they should be encouraged to withdraw. In practice, this has resulted in an 'Applicant Phase' and a 'Candidate Phase'.
- A formal candidate visit process should be implemented, conducted by a consistent evaluation team that represents the breadth of delivery obligations. Candidate visits should collate evidence for decision making using a structured and consistent methodology.
- RWCL should retain the mandate to provide a recommendation on the future host nation to the World Rugby Council. Making an informed, educated recommendation is critical to ensuring a fair and transparent decision. The recommendation is backed by extensive and detailed analysis from experts in the field.
- RWCL should commit to ensuring that the World Rugby Council is supported and educated throughout the process on the mechanisms for decision making and the evidenced reasons for the ultimate recommendation.
- Whilst the final World Rugby Council vote remains a secret ballot, those Council members representing a bidding Union should be excluded from casting votes.

THE RWC 2023 HOST SELECTION PROCESS CAN BE SUMMARISED AS FOLLOWS:





## STAKEHOLDERS INVOLVED IN THE EVALUATION PROCESS

### THE SPORTS CONSULTANCY

The Sports Consultancy provided independent advice on the host selection process and assessed Rugby World Cup Limited's implementation of all aspects of the process and evaluation.

### DOW JONES SPORTS INTELLIGENCE (DJSI)

Dow Jones Sports Intelligence provided a high level independent assessment of the political and economic climate in each host candidate country.

### INTERNATIONAL MANAGEMENT GROUP (IMG)

International Management Group carried out an analysis of the commercial and broadcast potential in each host candidate country.

### MARSH INSURANCE

Marsh carried out a high level independent review of the consistency of each bid with the insurance provisions of the bid document.

### CLIFFORD CHANCE

Clifford Chance provided legal advice on the structure of the financial and public sector guarantees and their interaction with the Hosting Agreements.

### ERNST AND YOUNG (EY)

Ernst and Young carried out a review of the current tax implications for World Rugby of each bid proposal.

### TECHNICAL REVIEW GROUP (TRG)

Major event and Rugby World Cup experts from World Rugby and the major sports event industry for the following functional areas:

1. Legal
2. Finance and Commercial
3. Venues and Host Cities
4. Accommodation
5. Accreditation
6. Transport and Travel
7. Security
8. Communications and Marketing
9. Rugby Development
10. Sustainability
11. Team Services
12. Match Management
13. Match Officials
14. Anti-Doping
15. Medical
16. Judicial and Integrity
17. Ticketing
18. Information Technology

### EVALUATING COMMISSION

The five members of the RWCL Board evaluated the report from the Technical Review Group and have made their recommendation based on the detailed evaluation process and the weighted criteria.

## HOST SELECTION PROCESS

### WEIGHTED CRITERIA

One of the key findings from the review of the RWC 2015/19 host selection process was the challenges created due to the lack of clearly communicated evaluation criteria. The evaluation criteria are essential to the transparency and fairness of the process as they clearly articulate the prioritised requirements of a successful bid. This ensures consistent application of decision-making throughout the process. The criteria developed for RWC 2023 reflected the breadth of operational, financial, commercial and sporting objectives of the tournament and were based on RWCL's seven priority objectives for RWC 2023 which related directly to the sections in the candidate file. Those objectives are as follows:

- **Venues and infrastructure** commensurate with a top-tier major event
- Comprehensive and enforceable **public and private sector guarantees**
- **A commercially successful event** with a fully-funded, **robust financial model**
- **Operational excellence** through an integrated and **experienced delivery team**
- **A vision** that engages and inspires domestic and international audiences and contributes to the growth of rugby at all levels
- An enabling environment of **political and financial stability** that respects the diversity of the Rugby World Cup's global stakeholders
- An environment and climate suited to top-level sport in a geography that allows maximum fan mobility



World Rugby Council approved the structure of the bid process in October 2015, and discussed these objectives, along with the high-level weightings, at the November 2016 interim meeting. These objectives and high-level weightings were approved by World Rugby Council at the May 2017 Council meeting, prior to the bid submissions June 1. Host Candidates were also made aware of the high-level weightings to ensure these key stakeholders were clear on the prioritised requirements of a successful bid.

CRITERIA	WEIGHTING
VISION AND HOSTING CONCEPT	10%
TOURNAMENT, ORGANISATION AND SCHEDULE	5%
VENUES AND HOST CITIES	30%
TOURNAMENT INFRASTRUCTURE	20%
FINANCE, COMMERCIAL AND COMMITMENTS	35%

Each criterion was further broken down into detailed evaluation areas and assigned a sub-weighting. The sub-weightings remained confidential as understanding them would encourage candidates to build proposals around weightings instead of focusing on what was the optimal and most innovative solution for their territory. Objective scoring notes/guides were developed for each sub-section with independent input from TSC. The detailed scoring criteria are contained in each section of the evaluation report.

These detailed areas were then scored 0-4 dependent on the response. As a guide a score of 0 signified no information or very poor information provided and at the other end of the scale a score of 4 was awarded if the proposal significantly exceeded expectations. Half scores (.5) were introduced to enable a more granular approach to scoring. These were allocated where evaluators felt the proposal didn't quite make the whole score (1, 2, 3 or 4) but partially fulfilled the criteria for a higher score.

### WORLD RUGBY COUNCIL VOTING PROCESS

The World Rugby Council is comprised of 32 members and pursuant to World Rugby Bye-Laws, Council has the right to determine the Host Union(s) for all Rugby World Cup tournaments through a voting process. The six host candidate Council Members are not permitted to vote. The remaining 26 Council Members are entitled to vote and between them they hold 39 votes.

Council will vote on the host of RWC 2023 on November 15, 2017. Council received a presentation from each candidate to provide an overview of their vision and key objectives on September 25, 2017. They have been provided with this report to ensure they are fully briefed on the advice from the industry experts on all aspects of the bids. They have been requested to carefully consider the detailed evaluation and take the recommendation of the RWCL Board into account when voting.

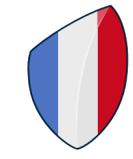


RWC 2023  
FUNCTIONAL AREA EVALUATION  
VISION AND HOSTING CONCEPT



# VISION AND HOSTING CONCEPT

## WEIGHTED SCORING COMPARATIVE



AREA	WEIGHTING	DETAILED AREA OF EVALUATION	SUB	FRANCE		IRELAND		SOUTH AFRICA	
				SCORE	WEIGHTED	SCORE	WEIGHTED	SCORE	WEIGHTED
<b>VISION AND HOSTING CONCEPT</b>	10%	1. Bid presents an exciting and innovative <b>concept</b> for Rugby World Cup 2023 that has clear and tangible objectives, that aligns with World Rugby's strategic goals.	35%	2.5	21.88%	3	26.25%	2	17.5%
<i>OBJECTIVES AND HOSTING CONCEPT</i>		2. Bid outlines <b>sustainability</b> initiatives that will be implemented, and provides sufficient evidence that the host will deliver a sustainable event.	30%	3	22.5%	2	15%	2.5	18.75%
<i>SUSTAINABILITY AND RUGBY LEGACY (IMPACT BEYOND 2023)</i>		3. Bid sets out an <b>Impact Beyond 2023 Programme</b> that will enhance rugby participation and contribute to the development of rugby across the host nation, region and the globe.	35%	3	26.25%	3	26.25%	3	26.25%
<b>TOTAL</b>			<b>10%</b>	<b>7.06%</b>		<b>6.75%</b>		<b>6.25%</b>	

RWC 2023  
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**SCORING NOTES**

1. Bid presents an exciting and innovative concept for Rugby World Cup 2023 that has clear and tangible objectives, that aligns with World Rugby’s strategic goals.

4	3	2	1	0
<p>Bid presents an exciting and innovative concept that aims to go ‘above and beyond’ previous Rugby World Cups. It includes objectives that are ambitious, innovative and achievable. In particular:</p> <ul style="list-style-type: none"> <li>• a compelling vision for wraparound cultural, entertainment and educational elements has been well articulated</li> <li>• the concept outlines a compelling proven operational and commercial platform with a focus on social integration</li> <li>• new event innovations have been identified and the successful implementation is feasible</li> <li>• key stakeholder groups can expect a unique and differentiated experience.</li> </ul>	<p>Bid presents a compelling concept that includes objectives that are achievable and beneficial to the sport. In particular:</p> <ul style="list-style-type: none"> <li>• additional non-sport content has been incorporated into the vision, including cultural, entertainment and educational elements</li> <li>• a solid operational and commercial platform with some proof of previous successful implementation is outlined</li> <li>• the need for event innovation is recognised and some concepts are outlined</li> <li>• key stakeholder groups can expect an operationally strong experience.</li> </ul>	<p>Bid presents a concept that is limited and includes objectives that do not align with RWCL’s ambitious nature. In particular:</p> <ul style="list-style-type: none"> <li>• limited non-sport content is outlined</li> <li>• limited evidence of a strong operational and commercial platform or a commitment to social integration</li> <li>• whilst event innovation is recognised, limited examples are provided</li> <li>• the stakeholder experience described is incomplete or infeasible</li> <li>• social integration elements are limited and incomplete.</li> </ul>	<p>Bid includes a concept and objectives that are unclear and/or unachievable. In particular:</p> <ul style="list-style-type: none"> <li>• the non-sport concept is unclear and / or confused</li> <li>• the operational and commercial platform is poorly described or projected performance is infeasible</li> <li>• little or no reference to implementable innovations</li> <li>• provision for some key stakeholders is insufficient</li> <li>• social integration elements are limited and incomplete.</li> </ul>	

2. Bid outlines sustainability initiatives that will be implemented, and provides sufficient evidence that the host will deliver a sustainable event.

4	3	2	1	0
<p>Bid articulates its sustainability initiatives which are far-reaching and innovative. The bid provides RWCL with a high level of confidence that these will all be implemented.</p>	<p>Bid articulates its sustainability initiatives. The bid provides RWCL with a high level of confidence that these will all be implemented.</p>	<p>Sustainability initiatives in only one or two areas are outlined. The bid provides insufficient evidence that these will be implemented.</p>	<p>Sustainability initiatives are alluded to, but the references are limited and no clear evidence is included.</p>	



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# VISION AND HOSTING CONCEPT

3. Bid sets out an Impact Beyond 2023 Programme that will enhance rugby participation and contribute to the development of rugby across the host nation, region and the globe.

4	3	2	1	0
Bid articulates an ambitious, realistic and deliverable Beyond 2023 programme and outlines a robust methodology for implementation. Bid also explains why the host union is committed to delivering such a programme. The bid outlines a strong current level of Rugby participation and support, combined with an ambitious yet achievable targets for sustained growth.		Bid articulates a realistic and deliverable Beyond 2023 programme and outlines a robust methodology for implementation.	Bid discusses the concept of a Beyond 2023 programme but doesn't discuss programme objectives. A sufficient methodology is included.	Bid references a Beyond 2023 programme, but information is limited. Evidence of how the programme will be implemented is missing or gaps.

## INTRODUCTION CONCEPT

The candidates were required to outline their concept for RWC 2023. World Rugby's strategic mission is to grow the global rugby family and all three candidates demonstrated a deep understanding of the goals. Whilst the proposed increase in rugby participation (nationally, regionally and globally) is referenced in this section the score for the candidate's proposals to grow rugby are reflected in the Impact Beyond 2023 section below.

Ireland scored the highest with a concept that was creative, well-considered and unique with clear objectives that focused on globality, economy, operational success and community.

France and South Africa had compelling plans that demonstrated their capability to convert a concept into delivery. France scored lower than Ireland as the innovations referenced didn't go into as much detail as Ireland. South Africa's vision was considered achievable but was not as creative or detailed as France or Ireland.

## SUSTAINABILITY

World Rugby is dedicated to a sustainability agenda and to ensuring that RWC 2023 is a sustainable event. All three host candidates provided excellent proposals that would provide a benchmark for RWC sustainability.

Each considered all the key areas and provided innovative solutions. France scored the highest as the bid provided a more significant array of well-considered, innovative and creative proposals than the other two candidates. France hosted the UEFA EURO 2016 tournament last year which delivered a considerable sustainability programme and has just won the right to host the IOC Summer Olympics 2024 with a bid that also has a thorough sustainability agenda. This experience is reflected in their RWC 2023 proposal.

Ireland and South Africa have well considered plans that would meet the standard but were not as thorough or as creative in terms of their programmes. South Africa scored slightly higher than Ireland as they committed

to delivering a Tournament Information Legacy System, which demonstrated their experience and understanding of RWC requirements and would deliver an asset for future RWC hosts.

## SUSTAINABILITY – IMPACT BEYOND 2023

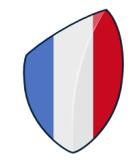
Impact Beyond is World Rugby's event rugby legacy programme which seeks to ensure World Rugby events act as a catalyst for the growth of the game. All three host candidates provided ambitious and robust Impact Beyond 2023 proposals that will enhance rugby participation. They differed in terms of their focus on national, regional and global goals but were equal in terms of their ambition and innovation and there is therefore nothing to differentiate the candidates scores for this section of the evaluation.



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# VISION AND HOSTING CONCEPT

## FRANCE



### WEIGHTED CRITERIA

AREA	WEIGHTING	DETAILED AREA OF EVALUATION	SUB	FRANCE	
				SCORE	WEIGHTED
<b>VISION AND HOSTING CONCEPT</b>	10%	1. Bid presents an exciting and innovative <b>concept</b> for Rugby World Cup 2023 that has clear and tangible objectives, that aligns with World Rugby's strategic goals.	35%	2.5	21.88%
<i>OBJECTIVES AND HOSTING CONCEPT</i>		2. Bid outlines <b>sustainability</b> initiatives that will be implemented, and provides sufficient evidence that the host will deliver a sustainable event.	30%	3	22.5%
<i>SUSTAINABILITY AND RUGBY LEGACY (IMPACT BEYOND 2023)</i>		3. Bid sets out <b>an Impact Beyond 2023 Programme</b> that will enhance rugby participation and contribute to the development of rugby across the host nation, region and the globe.	35%	3	26.25%
<b>TOTAL</b>			<b>10%</b>		<b>7.06%</b>

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## THE SCORE THAT HAS BEEN AWARDED TO FRANCE FOR CONCEPT IS 2.5.

This is due to the ambitious and innovative approach taken by France which aims to go above and beyond previous RWC's as a vehicle for social inclusion, an unforgettable stakeholder experience, and global and national rugby growth. The concepts are founded on recent proven sports hosting experiences in France and therefore suggest achievability.

The key points that support the scoring are:

- The bid seeks to optimise the tournament as a vehicle for social change and inclusion with 80% of the population within a short distance of a match venue and further reach through cultural, educational and fan experiences.
- The bid is built on a proven operational experience and capability, featuring learnings from the EURO 2016 football championship and RWC 2007, while the bid outlines strong and achievable commercial returns from a large-scale event in a strong commercial market where rugby is a prominent sport.
- The bid clearly articulates a unique vision for an exceptional stakeholder experience with teams at the heart from a welfare and performance perspective with a personalised transport commitment, outstanding training facilities and retention of teams to the closing ceremony (the latter would require further examination and “buy in” from other rugby stakeholders to whom player's leaving the tournament may have commitments).

- Possible innovations are referenced, but the detail does not go as far to suggest ground-breaking initiatives for fans, teams, media and other key stakeholders, which is why France scored lower than Ireland.

## THE SCORE THAT HAS BEEN GIVEN TO FRANCE FOR THE SUSTAINABILITY PROPOSAL IS 3.

The key points that impact the scoring are:

- France provided the most innovative, detailed and far-reaching proposal. The bid covered the sustainability concept and identified programmes. Examples of innovative initiatives outlined are:
  - Food management - aiming to exceed current government standards by setting strict criteria to ensure healthy, diverse food from local and/or organic suppliers
  - Waste management – paper free accreditation and event look and feel
  - Sustainable hospitality – providing fair trade gifts, responsible sourcing of furniture and overlay materials
  - Knowledge transfer – A mobile app for Organising Committee (OC) staff, contractors and volunteers to capture photos
- There is a commitment to deliver sustainability in line with national legislation and to implement ISO 20121 Event Sustainability Management Systems.
- The bid provided the most significant level of detail outlining not only the concept but also outlining programmes, many of which were creative and innovative, which provides

confidence that sustainability has been fully considered and will be implemented.

## THE SCORE THAT HAS BEEN GIVEN TO FRANCE FOR THE IMPACT BEYOND 2023 PROPOSAL IS 3.

This is due to the ambitious and innovative approach taken by France to using the RWC to maximise the opportunity to grow the global and national game.

The key points that impact the scoring are:

- The bid builds on the current programme of revitalisation of the game in France, combined with a strong global agenda, innovative and ambitious programmes to support the growth of the game globally.
- The Federation Francaise de Rugby (**FFR**) has presented a detailed bid and ambitious set of initiatives to ensure that the RWC grows the game in France with 100% increase in registered participants to over 1m registered players.
- The bid does seek to focus on major growth initiatives in the game in France supported by the recruitment of 200 new executives and reform of the game in France.
- The bid outlines investment strategies to support the growth of the game in France with over €48m to be invested in the game and other amounts for international development which need further examination.
- The bid presents innovative proposals to contribute to the global development of rugby.



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## EVALUATION DETAIL CONCEPT

### A. Objectives and Vision

France has stated a clear and strong vision based on:

- A vision of a tournament with culture, education, festival and rugby at its heart
- A nation with major-event know-how and a proven record of supporting major events both through attendance and wrap-around festivals
- A tournament that will maximise commercial revenues for the benefit of domestic and global rugby
- A tournament that has the potential to further galvanise a nation and contribute to the development of France beyond the rugby field

While France has demonstrated that it meets the necessary criteria in Concept, in the areas of economic, social, environmental and legacy, detail is lacking on how the bid can further the legacy of rugby in France, while global legacy is based largely on commercial revenues and buying broadcast rights for use in certain territories where broadcast rights are not sold by RWCL. It should be noted that these rights are controlled by RWCL and this initiative has therefore not been taken into account in the scoring.

### B. Contribution to World Rugby's strategic objectives

The France bid presents an exciting vision for a tournament that are aligned to and, in some cases optimise, World Rugby's strategic objectives of Protect,

## VISION AND HOSTING CONCEPT

Grow and Inspire. However, many statements are ambitions and lack tangible targets.

- The bid sets out a feasible ambition for the tournament to be a vehicle for the education and promotion of rugby's character-building values across primary and secondary schools, providing a possible fan and participation legacy
- The bid sets out an ambition to develop 250 club technical advisors to strengthen the domestic game, though it is unclear whether this is an initiative that the FFR would be undertaking regardless of the 2023 bid
- The bid will support the ethos of World Rugby's recent eligibility ruling, with the FFR committing to the promotion and development of homegrown talent, though it should be noted that this was announced before the 2023 bid

### C. Concept

The bid presents an innovative concept that sets out to maximise France's strength as a mature and strong rugby market, based on scale, commercial return, nationwide engagement, media saturation and a proven operational model. While details are lacking on tangible targets in some areas, the concept includes objectives that are largely ambitious, innovative and achievable:

- An ambitious educational, cultural and rugby festival with a strong emphasis on social integration
- A nationwide 'stadium' that will feature match venues and fan zones in each host city and a nationwide rugby and cultural festival, with a realistic ambition of selling 2.5 million tickets and attracting 4 million fan zone visitors
- Key stakeholders, including teams and fans can expect to be immersed and integrated within a distinct RWC festival run

in partnership with host cities and regions to engage youth and promote social inclusivity

- The concept does demonstrate some proven operational procedures, including concepts that were used at Euro 2016, which would be transferable

### D. Unique experience

France has stated that it would aim to deliver a unique experience for core stakeholders and although much detail centres around Paris, the concept recognises the importance of nationwide inclusivity and is based on a proven and successful operating model with clear KPIs that are applicable:

- World class stadia and proven city operational plans, transport links and fan-initiatives that can be implemented with a target of 4 million fan-zone visitors and 2.5 million tickets achievable based on recent major event hosting
- A plug and play main media centre and international broadcast centre that meets requirements
- The bid demonstrates that teams are at the heart of the concept
- The characteristics outlined within the bid are clear and supportive of an operationally, commercially and socially successful tournament and based on proven previous templates, including UEFA Euro 2016 and RWC 2007
- The experience has the potential to boost domestic participation, global participation and fan-base
- The bid demonstrates an interesting opportunity for sponsors to activate within a unique fan-plaza on the Seine - this was also part of the Paris 2024 bid



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RWC 2023  
FUNCTIONAL AREA  
EVALUATION

## SUSTAINABILITY

### ECONOMIC IMPACT

An economic impact assessment was conducted by Deloitte on behalf of the FFR and based on forecast data and assumptions.

### ENVIRONMENTAL IMPACT

The far-reaching programmes and concepts were explicitly outlined in the following areas:

- Waste Management
- Food Management
- Natural Resources
- Platform for Innovative Experiences
- Carbon Management and Transport

### EQUAL OPPORTUNITIES

- Equal opportunities were widely considered
- The OC would align itself with the National Collective Agreement on Sport, which ensures diversity and the promotion of gender equality
- Also outlined is the plan to develop a platform for pooling OC and volunteer programme resources with other major event organisers, which would aim to identify new talent
- RWC 2023 volunteers would be issued with a special skills certificate which would entitle them to partial or complete credit toward a diploma



# VISION AND HOSTING CONCEPT

## KNOWLEDGE TRANSFER FOR THE BENEFIT OF FUTURE EVENTS

A comprehensive programme was proposed which included data transfer, observer programmes, three types of debrief and new, innovative tools to enhance knowledge transfer.

## SUSTAINABILITY – IMPACT BEYOND 2023

The vision is to deliver a truly ambitious legacy programme and Impact Beyond 2023 will significantly benefit the development of rugby in France. The FFR has more than 455,747 players distributed over 1,895 clubs throughout the country. In the 2015-16 season, more than 380,000 players played rugby under the auspices of the FFR, while 75,000 directors and volunteers helped with organisation at clubs. The FFR also supports all competitions relating to “rugby sevens” and those devoted to new formats such as beach rugby or 5-a-side rugby.



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### 1. Development of the game in France

- The bid outlines a comprehensive set of proposals to maximise the impact of the RWC in France, linked to the overall strategic agenda to revitalise the game in France to over 1m registered players:
  - The focus on clubs and schools will boost the pathways and development of age grade rugby in France. This is underpinned by the work of 200 new rugby executives, coaches and skills development, including development of 100 new artificial pitches.
  - The FFR propose to promote rugby in schools in collaboration with the Ministry of National Education immediately after RWC 2023 to guarantee links with the clubs.
  - The bid commits FFR to investment of over €48m in the development of the community game in France. The details behind this investment will need to be investigated further.
  - The reform of competitions, investment in staffing, structures and competitions highlights how the FFR plan to strengthen 15s rugby.
- There are strong parallels to the successful Rugby Football Union approach in 2015 in how they maximised the RWC to revitalize the game in England.

### 2. International programme to develop rugby globally

- The bid is broad and ambitious in working with the Regional Associations, unions in specific territories and the Tier 2 (T2) unions. There are plans to sign agreements with unions to grow and develop rugby and to utilise the experience and network of the French rugby system to support a range of unions globally including:

- The FFR have outlined their commitment for supporting T2 unions and regional competitions. They have committed to playing more matches in developing unions and this could raise the profile and standard of rugby in these unions
- A proposal for member unions to generate revenue as approved agencies to market ticketing and hospitality, in accordance with agreed specifications – the details of this proposal need further exploration before it can be classed as a concrete benefit to the unions.
- The proposal of a fund for international projects to be jointly operated with World Rugby. It is not clear if this is outside existing World Rugby development investment programmes or how it would be implemented.
- Signing co-operation agreements with Federations to support player development, coach and referee education and research projects.
- The FFR have committed to supporting unions and regions with training and education projects, linking with new structures, clubs, schools and universities.
- An ambitious volunteer development programme extending to 6,000 volunteers in over 56 countries.
- Donation of equipment post RWC.
- Investigation of how broadcast properties which are not owned by the FFR but which they are part of, for example the 6 Nations, can be made more accessible and where possible buy the rights in certain territories for distribution.

### 3. Using the RWC to promote values of rugby, social and health promotion

The bid contains an ambitious social development commitment with a focus on inclusivity, awareness of the needs of people with a disability and practical measures to encourage wider participation in the RWC experience including:

- The FFR will look to develop a Sport Health model supported by the Minister of Sport and Health and COMNSF to promote sport for the prevention of chronic disease (with a focus on 5 a side touch rugby) - reducing focus on competitiveness and preserving and introducing people to the spirit of rugby.
- Promoting rugby in prisons and the values of rugby to this community.
- Provision of braille facilities at stadia working in collaboration with an organisation called HandiCapZero.
- Promoting quadriplegic rugby and hosting an exhibition tournament of people with quadriplegia to enhance participation in the Paralympic Games
- Encouraging clubs in the Top 14 to highlight campaigns against violence and additions and to be a bridge with their local communities in this regard – underpinning the value of rugby.
- Implementing a social cohesion programme – developing promotional activities at grass roots level to attract new talent and rugby talent in areas not normally involved in rugby – linked to government urban social development projects.



## IRELAND WEIGHTED CRITERIA



AREA	WEIGHTING	DETAILED AREA OF EVALUATION	SUB	IRELAND	
				SCORE	WEIGHTED
<b>VISION AND HOSTING CONCEPT</b>	10%	1. Bid presents an exciting and innovative <b>concept</b> for Rugby World Cup 2023 that has clear and tangible objectives, that aligns with World Rugby’s strategic goals.	35%	3	26.25%
<i>OBJECTIVES AND HOSTING CONCEPT</i>		2. Bid outlines <b>sustainability</b> initiatives that will be implemented, and provides sufficient evidence that the host will deliver a sustainable event.	30%	2	15%
<i>SUSTAINABILITY AND RUGBY LEGACY (IMPACT BEYOND 2023)</i>		3. Bid sets out <b>an Impact Beyond 2023 Programme</b> that will enhance rugby participation and contribute to the development of rugby across the host nation, region and the globe.	35%	3	26.25%
<b>TOTAL</b>			<b>10%</b>	<b>6.75%</b>	

RWC 2023  
FUNCTIONAL AREA  
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### THE SCORE THAT HAS BEEN AWARDED TO IRELAND FOR CONCEPT IS 3.

This is because the concept demonstrates an ambitious, unique and achievable approach that aims to go above and beyond previous RWCs to break social and community boundaries, national and political borders and sporting barriers to grow rugby within the island of Ireland and beyond. It also sets out a clear concept to deliver legacy, commercial and operational success.

The key points that support the scoring are:

- A clear and unique vision to create a global stadium of 70 million hosts through a ‘Rugby Gathering’ generated via Ireland’s diaspora delivering commercial, profile and participation benefits on a local and global scale
- The bid clearly articulates a plan to further social inclusion through rugby, health and wellbeing in line with the National Physical Activity Plan and fostering cross-sporting relationships between the Gaelic Athletic Association (GAA) and Rugby to grow participation by 3% in a rugby-saturated market
- The bid demonstrates a clear vision for operational excellence and outstanding stakeholder experience centred around team facilities, including the identification of a potential network of 85 team camps and short travel times
- The bid demonstrates a strong understanding of how Ireland’s position as a hi-tech hub and national investment in technology can deliver strategic partnerships that will boost fan and team innovation
- While the bid outlines a creative and novel approach to the tournament vision, the ability to turn support from the

United States of America into participation will need to be further explored

### THE SCORE THAT HAS BEEN GIVEN TO IRELAND FOR THE SUSTAINABILITY PROPOSAL IS 2.

The key points that impact the scoring are:

- Ireland’s proposal sets out the concepts for sustainability in all the relevant areas. The concepts demonstrate a clear understanding of the commitments involved in sustainability for RWC.
- There is a commitment to deliver sustainability in line with national legislation and to implement ISO 20121 Event Sustainability Management Systems.
- The concept is solid but not as comprehensive or innovative as the French proposal, which has clearer objectives and outlines a significant number of projects.

## VISION AND HOSTING CONCEPT

### THE SCORE THAT HAS BEEN GIVEN TO IRELAND FOR THE IMPACT BEYOND 2023 PROPOSAL IS 3.

This is due to an ambitious and innovative approach taken by Ireland to using the RWC to maximise the opportunity to grow the global and national game.

The key points that impact the scoring are:

- The bid presents a detailed vision for how the Irish Rugby Football Union (IRFU) propose to grow the game in Ireland and support international development.
- The bid is aligned with IRFU strategic plans to grow the game in Ireland from 192,059 to over 300,000 participants with significant growth in clubs, schools, communities and 15s teams and facilities.
- The bid indicates ambitious plans to link with the Irish diaspora globally and GAA communities around the world.
- The bid provides a focus on growing the game in North America and to focus on growing the game in USA and Canada – both large markets with potential to have an impact on the global development of rugby.
- The bid focuses on working with Eastern Europe in a focused way and with Georgia in particular.
- The IRFU has presented a visionary and innovative bid and approach to growing the game in Ireland and with focused global development projects.



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## EVALUATION DETAIL CONCEPT

### A. Objectives and concept

The Ireland bid demonstrates a unique hosting vision for the island of Ireland that harnesses Ireland's global tourism USP as a nation of hospitality that will underpin clearly articulated economic, social, sporting and environmental objectives:

- A unique RWC that celebrates Ireland's hospitality proposition through the global vehicle of rugby.
- A clear and tangible economic benefit generated by a tournament that would be the largest ever hosted on the island of Ireland.
- A vision to increase health, wellbeing and participation through social, community, school and sporting programmes.
- A clear target of 3% increase in rugby participation in a nation where rugby has significant saturation is achievable.

Ireland also demonstrates clear economic, social, sporting, environmental and legacy initiatives that aligns with World Rugby's strategic objectives. There are also clear participation targets and wider sports and well-being programmes, coupled with the national physical activity programme.

### B. Contribution to World Rugby's strategic objectives

The Ireland bid demonstrates a clear understanding and alignment with World Rugby's strategic objectives under the Protect, Grow and Inspire strands. The vision outlines four major pillars that have the potential to underpin a

mission statement:

- Commercial success: Strengths include the guarantee structure and the European time-zone, both central to World Rugby's Grow objectives.
- Certainty: Ireland's bid offers certainty in strategic government and entity partnerships and major union experience.
- Celebration: The bid supports World Rugby's Inspire objectives through the promise of an achievable nationwide festival of rugby, supported by all stakeholders, that will promote the sport and its character-building values in new communities.
- Global legacy: The Ireland bid outlines an exciting vision of emerging market growth through it's 'diaspora' link with other nations, such as the USA, in line with World Rugby's return on investment market strategy.

### C. Concept

Ireland's bid presents an exciting and largely innovative concept of an accessible 'global stadium' that engages Irish communities beyond the island of Ireland via a 'rugby gathering'. This unique differentiator will call on the 70 million ex-pats (or diaspora) to back the tournament and spread the rugby word. Its achievability would be supported by Tourism Ireland's 2013 gathering, which attracted more than 250,000 visitors to Ireland.

- A concept of a compact, nationwide tournament within a small nation means that travel distances for all stakeholders are minimal.
- The concept of optimising an accessible European market means that Ireland is likely to be a popular destination for fans.

## VISION AND HOSTING CONCEPT

- The venue selection has a clear aim of engaging the widest-possible proportion of the population with new communities as much as a focus as rugby strongholds.
- A planned £500 million stadia investment programme and €33 billion telecommunications upgrade programme irrespective of hosting will enhance the tournament's mantra of being a low-investment, high-return proposition, while tech innovation is front and centre.

### D. Unique experience

Ireland's bid demonstrates a clear understanding of key stakeholder requirements and how to deliver them. The vision in this area is one of operational efficiency, a compact host nation and the 'Irish welcome'.

- A clear plan to create an accommodation, facility and travel environment that promotes player welfare and is geared towards high-performance.
- A plan to optimise fan experience with a focus on fan-engagement.
- A commitment to a robust tournament guest programme with dedicated accommodation, transport and service.
- An ambitious plan to deliver the International Broadcast Centre and Main Media Centre in the same Dublin location, in line with the merging media landscape and high-quality technology owing to the €33 billion investment.
- A clear programme to prioritise and support the domestic rugby community with tangible legacy in the form of training base upgrades
- The only area that was lacking in detail in this section relates to sponsor experience.



**SUSTAINABILITY  
ECONOMIC IMPACT**

The economic impact assessment was conducted by Deloitte in conjunction with key government bodies on behalf of the IRFU to understand the economic impact of Ireland hosting RWC 2023.

**ENVIRONMENTAL IMPACT**

Ireland’s environmental approach highlights operational excellence, best practice, professionally informed programmes and building on existing platforms and includes:

- Implementation of ISO 20121 Event Sustainability Management Systems
- The bid outlines that Ireland has unique characteristics that make it conducive to sustainable practices and environmental considerations
- The bid outlines a suitable waste management strategy
- A commitment has been provided to implement a sustainable sourcing approach to goods and services
- The OC’s carbon management plan would be aligned with the Republic of Ireland’s target of reducing emissions by 30% by 2030 in line with EU targets and the Green Goal initiatives which encourages fans to travel to matches in an environmentally friendly manner
- Ireland states that it is committed to encouraging the use of green transport modes such as walking, cycling, using park and ride facilities and public transport, within host cities and between host cities

**EQUAL OPPORTUNITIES**

Ireland would focus on promoting diversity and inclusion through various channels, such as the volunteer programme and the bid commits to working in collaboration with key partners to develop a best practice, tournament wide, diversity and inclusion strategy. Also the OC would source experienced major event personnel and recruit talented local and international personnel.

**KNOWLEDGE TRANSFER FOR THE BENEFIT OF FUTURE EVENTS**

A comprehensive programme was proposed which included data transfer, observer programmes, a debrief and new and innovative tools to enhance knowledge transfer.

**SUSTAINABILITY – IMPACT BEYOND 2023**

Ireland’s Impact Beyond 2023 programme sits at the heart of Ireland’s vision for a tournament that will help drive rugby’s global momentum through 2023 and beyond. The bid identifies five different areas of development in line with the overarching aims of Impact Beyond increasing rugby participation in Ireland

- 1. INVEST:** Modern clubhouses and playing facilities
- 2. SPIRIT:** Community and volunteer engagement
- 3. EXPAND:** Irish Rugby supporting the development of rugby in North America and Georgia.
- 4. GLOBAL STADIUM 2023:** Ireland’s diaspora as a platform for the development of rugby promoting its values and culture.





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### 1. Development of the game in Ireland

- The bid outlines a series of clearly defined projects which will grow the game in Ireland from 192,059 to over 300,000 participants including:
  - The IRFU have set out a series of specific initiatives to grow 15s rugby –including the Put Your Boots on initiative and a focus on increasing the number of 15s teams in clubs and schools with a target of increasing teams by 20% and at least 200 teams.
  - The IRFU have placed a clear focus on growing participation at age grade level through the More Rugby pillar and series of initiatives and will look to recruit players in schools and communities through the Play Rugby programme.
  - The IRFU will also seek 100% growth in non-rugby through their social rugby initiatives in Touch/Tag and Community 7s and to attract 35% in secondary school’s rugby in structured eight-week programmes, with 50,000 participants over 50 venues.
  - Each of the programmes will look to connect into pathways in clubs and schools, supported by investment in 40-50 clubs and development of artificial facilities including the Welcoming Clubs Fund adoption of the technology and gaming methodology to create ‘Club Sport Hubs’ which satisfy the future needs of Ireland’s young people.
  - The IRFU has developed an on-line Teachers’ Resource Portal which contains lesson plans and games for this age group. The target for 2018 is to reach 100,000 participants through 1,000 primary schools.
  - One School, One Nation: An opportunity for schools to develop curriculum materials with a rugby and a global perspective, working with the established teacher training network; specific workshops will be developed with online communities to share best practice.
  - Secondary schools programme: 35% increase in the number

of secondary schools with a structured eight-week rugby programme (meaning a minimum of eight games in Fifteens, Tens or Community Sevens).

- Approximately 350 schools across Ireland currently have a structured rugby programme. Ireland’s ambition is to increase this number to 500 because of additional investment in primary schools (and students transitioning to secondary school) and through teacher training programmes.
- Leadership and development programme - The IRFU will implement an Ireland 2023 leadership programme to enhance the sports leadership capabilities of all the nations involved and give them the strategic tools to achieve their aspirations.

### 2. International programme to develop rugby globally

The IRFU bid outlines details to support international development including:

- Rugby West which is a proposed partnership between the IRFU and North American Unions to support expanding the game in the USA and Canada. The key objective of Rugby West is the development of coaches, officials and administrators.
- The Notre Dame alliance will seek to build leadership and training courses and experience for youth from USA and Canada and also to provide focused training for 16 individuals.
- Rugby East to work to develop rugby in Georgia and other eastern European nations.
- There are specific initiatives with four of the six nations unions to grow the game, develop coaching and raise standards in Europe.

- There are also proposals to link with global Irish communities (estimated to be over 70 million people) to create festivals of rugby and promote rugby in these communities and their extended networks.

- The bid outlines how the it will link with the network of 400 GAA clubs across the United Kingdom, North America, Australia, New Zealand, Middle East and Asia.

- An Ambassadors Programme will be established to engage with established diaspora groups from which Young Rugby Ambassadors can be selected to engage in a 12-month programme of development.

- The bid proposes a United Nations Rugby for Peace Programme - which would use rugby to bring communities together.

- The IRFU has established relationships with Sport Northern Ireland and Sport Ireland, the agencies responsible for the development of sport across Ireland.

- There is little focus on working in partnership with Rugby Europe or any of the other regional associations.

### 3. Using the RWC to promote values of rugby, social and health promotion

The bid identifies ideas on social cohesion and engagement of people in Ireland in rugby for social, community and health enhancing strategies.



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## SOUTH AFRICA WEIGHTED CRITERIA

AREA	WEIGHTING	DETAILED AREA OF EVALUATION	SUB	SOUTH AFRICA	
				SCORE	WEIGHTED
<b>VISION AND HOSTING CONCEPT</b>	10%	1. Bid presents an exciting and innovative <b>concept</b> for Rugby World Cup 2023 that has clear and tangible objectives, that aligns with World Rugby’s strategic goal	35%	2	17.5%
<i>OBJECTIVES AND HOSTING CONCEPT</i>		2. Bid outlines <b>sustainability</b> initiatives that will be implemented, and provides sufficient evidence that the host will deliver a sustainable event.	30%	2.5	18.75%
<i>SUSTAINABILITY AND RUGBY LEGACY (IMPACT BEYOND 2023)</i>		3. Bid sets out <b>an Impact Beyond 2023 Programme</b> that will enhance rugby participation and contribute to the development of rugby across the host nation, region and the globe.	35%	3	26.25%
<b>TOTAL</b>			<b>10%</b>		<b>6.25%</b>

RWC 2023  
FUNCTIONAL AREA  
EVALUATION





### THE SCORE THAT HAS BEEN AWARDED TO SOUTH AFRICA FOR CONCEPT IS 2.

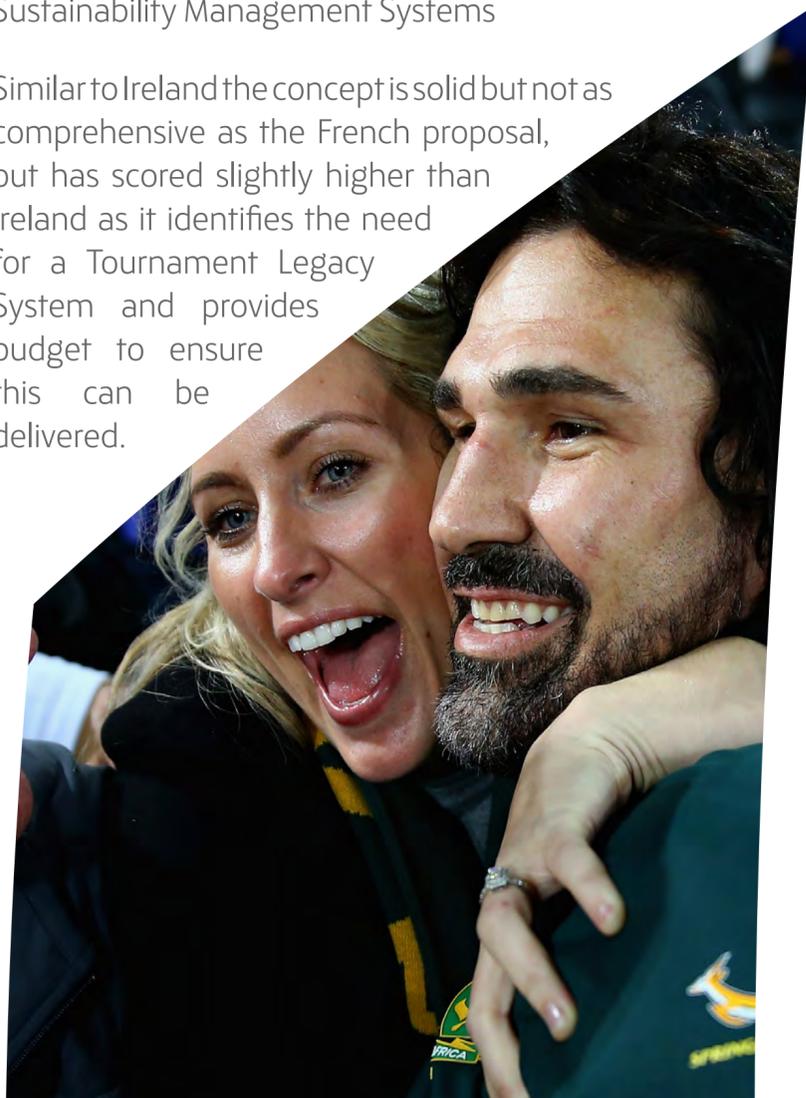
The bid articulates a compelling, low-investment, high-return and operational efficiency-centred concept that has clear and achievable benefits for the domestic and international game, articulated via a 10-point plan which aligns with World Rugby's strategic objectives. The key points that impact the scoring are:

- The vision, while not going above and beyond in creative terms, is founded on achievability, firmly oriented around a world class rugby competition in a mature rugby market, delivering commercial, fan and facility certainty.
- The bid demonstrates a clear plan for operational and experience excellence based on a proven major event hosting record, a strong rugby fanbase, affordability and player welfare with all proposed team hotels less than 20 minutes from training facilities.
- While the bid centres on team experience and performance, there is a commitment to social and cultural objectives partnering with NGOs, though further detail would be required to bring this to life.
- The bid demonstrates a strong understanding of how innovation in technology can be leveraged to boost player welfare and fan-experience, including a cloud-based Tournament Management System as tournament legacy for RWCL.
- South Africa scored slightly lower than France and Ireland as the vision was not as creative as France or Ireland or as detailed in explaining how key concepts such as the cultural, social and experiential elements will be implemented.

### THE SCORE THAT HAS BEEN GIVEN TO SOUTH AFRICA FOR THE SUSTAINABILITY PROPOSAL IS 2.5.

The key points that impact the scoring are:

- South Africa's proposal presents the concepts for sustainability in the relevant areas and demonstrates a clear understanding of the commitments involved in sustainability for RWC.
- There is a commitment to deliver sustainability in line with national legislation and to implement ISO 20121 Event Sustainability Management Systems
- Similar to Ireland the concept is solid but not as comprehensive as the French proposal, but has scored slightly higher than Ireland as it identifies the need for a Tournament Legacy System and provides budget to ensure this can be delivered.



### THE SCORE THAT HAS BEEN GIVEN TO SOUTH AFRICA FOR THE IMPACT BEYOND 2023 PROPOSAL IS 3.

This is due to the ambitious and innovative approach taken by South Africa to using the RWC to maximise the opportunity to grow the global and national game.

The key points that impact the scoring are:

- The bid plan presents a detailed vision for how South Africa Rugby (**SA Rugby**) propose to grow the game in South Africa and support the development of the game across Africa.
- The plan set out targets to increase participation and grow the game in South Africa to over 1m participants by 2027. The South African system has a process to register and track these players and link to their player pathway and player development model.
- The bid outlines plans linked to both government and South African Rugby plans to expand the footprint of the game into new communities.
- The plans to grow the game in South Africa appear realistic in line with existing targets.
- The scale of the impact appears to be realistic and sustainable for the game in South Africa.



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## EVALUATION DETAIL CONCEPT

### A. Objectives and vision

The South Africa bid demonstrates a clear 10-point vision and mission statement for hosting, going on to demonstrate compelling and achievable operational, commercial and sporting, legacy and environmental objectives that would be beneficial to the sport on a domestic and global scale.

- A clearly articulated vision of showcasing the best of rugby, inspiring South Africa and the world is based on pragmatic and proven pillars of commercial success, participation and inclusivity
- The vision clearly has player performance and fan-experience at the heart through a logistics and performance-first approach, aligning with World Rugby's strategic objectives
- The vision is based on a solid commercial model that will drive both national economic benefit and clear commercial opportunities for World Rugby
- The vision is framed around showcasing the best of rugby through proven stadia and fan-experience programmes demonstrated at FIFA World Cup 2010 and in SA Rugby

The economic and sporting objectives are clear and there is potential within the social objectives, partnering with government agencies to promote health, youth, women and education. There is also potential within the environmental objective to be a vehicle for carbon change within South Africa and this is articulated within the Sustainability section.

## VISION AND HOSTING CONCEPT

### B. Contribution to World Rugby's strategic objectives

The South Africa bid demonstrates a clear and detailed understanding of World Rugby's strategic objectives under the Protect, Grow and Inspire strands and demonstrates strong alignment.

- **Protect:** It is clear that the bid demonstrates a strong alignment with World Rugby's player welfare priorities with a feasible promise to deliver optimal playing and training conditions.
- **Grow:** The government supported bid means a clear and guaranteed revenue stream for World Rugby to reinvest in the development of the game, while legislation introduced for FIFA 2010 will be leveraged to protect World Rugby's commercial interests.
- **Inspire:** A clear and realistic commitment to deliver a world class operational tournament through proven venues, host city models and support structures.

### C. Concept

The South Africa bid presents a pragmatic, robust and potentially inspiring concept of an event that is good for rugby and good for business based on four clear and feasible premises:

- **Proven major event infrastructure:** While the FIFA 2010 stadia will be 13 years old by 2023, the bid sets out a programme of proven and upgraded stadia with capacity to sell a large volume of tickets.

- **Rugby as the dominant sport:** A truly immersive and engaged nationwide tournament experience with cities and venues at its heart and a clear opportunity for large full stadia.
- **Major event experience:** The bid realistically sets out how it will host the tournament based on the FIFA World Cup 2010 experiences and model.
- **Favourable exchange rate:** The bid clearly articulates why South Africa is a low-investment, high-return proposition for World Rugby, commercial partners and fans.

The South Africa bid does not outline significant detail on innovations that would take the tournament above and beyond previous RWCs and this would need to be explored further.

### D. Stakeholder experience

The stakeholder experience is clearly articulated within the vision and concept and supports the statements throughout the bid of a tournament that has players and fans at heart through robust venue and city delivery and operational excellence.

- A commitment to player welfare promoting facilities and environment is achievable.
- An ambition to provide a special experience to an estimated 200,000-250,000 international fans is realistic and based on a proven major event model.
- The tournament guest programme is in line with expectations and has a compelling tourism commitment which would add to the experience in line with showcasing Africa.



- The bid clearly demonstrates a deep understanding of what is required to deliver major event media operations and is supported by FIFA World Cup 2010 event hosting experience, though the detail is not showcased in this section.
- While the detail is light in terms of a compelling vision for host cities and the rugby community, the blueprint for engagement and ticket marketing is clear.

## SUSTAINABILITY ECONOMIC IMPACT

The economic impact assessment was conducted by Grant Thornton on behalf of SA Rugby and was based on three scenarios, 194,000, 227,000 and 252,000 foreign visitors.

## ENVIRONMENTAL IMPACT

Key initiatives include:

- An Integrated Waste Management Plan (IWMP) would be developed in line with global best practice.
- The OC would create a waste management department responsible for implementing, monitoring and reporting on waste management.
- The OC would adopt the ISO20121 event sustainability management standard and green supply chain management.
- A Carbon Management Plan and Energy Management Plan would be developed with clear targets and in line with legal requirements

- South Africa would use RWC 2023 to showcase the following initiatives such as the municipalities electric bus transport system
- The bid outlines that eight match venues in seven host cities will reduce inter-city travel, limiting the carbon footprint.

## EQUAL OPPORTUNITIES

Key initiatives include

- SA Rugby has an equal opportunity employment policy and would be committed to encouraging diversity within the OC and with suppliers and other stakeholders, in line with South African Constitution's Bill of Rights, which prohibits any form of discrimination and the Employment Equity Act of South Africa.
- The major event expertise engaged for the tournament would provide an opportunity for skills transfer which would leave a lasting legacy for SA Rugby and its stakeholders.

## KNOWLEDGE TRANSFER FOR THE BENEFIT OF FUTURE EVENTS

A comprehensive programme was proposed which includes data transfer, an observer programme, debrief and new and innovative tools to enhance knowledge transfer. An additional £833,000 has been allocated to build tournament legacy technology systems and software.

A bespoke Tournament Management System has been built for each RWC which absorbs significant revenue and resources and therefore the proposal would be beneficial to the tournament and future hosts of RWC.

# VISION AND HOSTING CONCEPT

## SUSTAINABILITY – IMPACT BEYOND 2023

The South African bid details how they will link with the government plan for sport, commencing in 2020 and continuing until 2027. The Impact Beyond 2023 programme will align with and support the three pillars at the core of the National Sports and Recreation Plan.

### 1. Development of the game in South Africa

The bid sets out initiatives on how RWC will expand and grow the game in South Africa, building on existing plans and initiatives, from 750,000 to over 1.2m by 2027. These include:

- The bid sets out how pathways will be developed to link from Get into Rugby, existing schools and the club game to grow and retain players in the 15s game. Growing the game through the development of more nationally acknowledged teams, from the existing 14 provincial union teams to 52 municipal-based teams, one in every South African municipality
- Establishing new competitions at a regional level and building on the national Department of Sport and Recreation's High Performance programme
- Building sports hubs in poorer urban areas by developing or upgrading facilities in each of the nine geopolitical provinces; this will include 60 new rugby facilities in poorer urban areas and 48 new rugby facilities in other areas
- Increasing the annual funding of the current 120 elite young players—predominantly from a disadvantaged background—to support 240 high performers to attend nationwide academies and a national camp each season



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## 2. International programme to develop rugby globally

The bid sets out initiatives on how RWC will develop the game across Africa. These include:

- Growing the game through the development of more nationally acknowledged teams, from the existing 14 provincial union teams to 52 municipal-based teams, one in every South African municipality.
- The bid outlines details to increase the numbers involved in 15s rugby and to increase players involved in the elite player development pathway from 120 to 240 as well as proposals to create new regional competitions and opportunities for players in academies. This means that the opportunities to play for nationally acknowledged teams is quadrupled for young players, from the current 14 union teams to the proposed 52 municipal teams.
- The “Remain in the Game” initiatives outline proposals to establish under-19 club competitions in all 14 provincial unions reaching 10,000 - 20,000 young players in the game per year.
- SA Rugby will use the impetus of RWC 2023 to establish new linkages between schools and clubs with the intention of reversing the high drop-out rate after a player’s school career
- SA Rugby have indicated ambitious plans to utilise the RWC to boost the implementation and delivery of their Get into Rugby programme to reach over 125m players through to 2027. This is a key part of the transformation agenda to grow the game in new communities across South Africa.
- The key focus with Rugby Africa is to provide 2,023 balls each year from 2023 until 2027 through the Get into Rugby initiative, and upskilling referees by providing referee educators to train and mentor referees in their home environments.
- SA Rugby is supportive of providing more competition opportunities for neighbouring countries and the bid references how they could increase participation in the Gold Cup to over 1,000 clubs throughout Africa. However, it is not clear how this will happen and the costs associated with such a major expansion.
- The proposal outlines that the six Division 1A matches (Rugby Africa Championship), as well as the Repechage play-off, all take place in South Africa as part of the tournament build-up.
- The bid indicates that the RWC could be catalyst for strong and sustainable growth across Africa and harness new partnerships and resources to grow the game in Africa. As part of the Impact Beyond 2023 programme, the South African OC would organise an observer programme with Rugby Africa to expose their leaders and administrators to the standards and processes involved in a delivering a rugby mega-event.
- SA Rugby supporting participation by upskilling referees in the leading rugby playing nations, an additional critical need. They commit to providing referee educators to specific nations to train and mentor referees in their home environments, allowing trainers to gain experience of the on-the-ground

challenges posed to administrators and officials in Africa.

- South Africa will consult with Rugby Africa on a proposal to host decisive RWC 2023 qualification matches in South Africa. This would act as an additional aspirational stage in the qualification process as well as provide RWCL and the competing nations with a neutral venue on which to provide the fairest playing platform.
- There is no indication on linking with any other regions or global partnerships.

## 3. Using the RWC to promote values of rugby, social and health promotion

- The SA Rugby bid does focus on a plan to use rugby to benefit communities in South Africa with initiatives outlined and clear links to national development plan, including linking with government and corporate programmes to develop CSR programmes and activities. These include:
  - CSR – Libraries: SA Rugby has already launched eight school libraries as part of the ‘Boks for Books’ Corporate Social Investment initiative and will continue to expand on this number.
  - RWC Tickets: SA Rugby plans to implement an NGO ticket bank making RWC 2023 tickets available at no cost to those in the rugby community who can’t afford them.
  - Corporate Social Investment initiatives are part of the DNA of business in South Africa and the OC will identify additional existing social initiatives to maximise the social impact and longevity of RWC 2023.



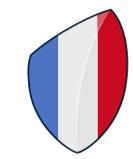
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RWC 2023  
FUNCTIONAL AREA EVALUATION  
TOURNAMENT INFRASTRUCTURE





# TOURNAMENT INFRASTRUCTURE



## WEIGHTED SCORING COMPARATIVE

AREA	WEIGHTING	DETAILED AREA OF EVALUATION	SUB	FRANCE		IRELAND		SOUTH AFRICA	
				SCORE	WEIGHTED	SCORE	WEIGHTED	SCORE	WEIGHTED
<b>TOURNAMENT INFRASTRUCTURE</b>	20%	1. Bid sets out a robust and comprehensive security plan that provides RWCL with substantial evidenced based assurance it can cope with the demands of a Rugby World Cup.	15%	2.5	9.38%	2.5	9.38%	2.5	9.38%
<i>TOURNAMENT SERVICES</i>		2. Bid sets out a robust and comprehensive accommodation plan that provides RWCL with substantial evidence based assurance it can cope with the demands of a Rugby World Cup.	15%	2.5	9.38%	2.5	9.38%	3	11.25%
<i>RUGBY SERVICES</i>		3. Bid sets out a robust and comprehensive transport plan that provides RWCL with substantial evidenced based assurance it can cope with the demands of a Rugby World Cup.	15%	3	11.25%	2.5	9.38%	3	11.25%
<i>MARKETING, PROMOTION AND TICKETING</i>		4. Bid provides sufficient evidence that all Information Technology Services requirements will be met and implemented.	15%	3	11.25%	2	7.5%	3.5	13.13%
		5. Bid confirms that the host can deliver the Rugby Services requirements.	20%	2	10%	3	15%	3	15%
		6. Bid provides evidence that the ticketing strategy will maximise venue capacity and marketing and promotion strategy will maximise national and international engagement.	20%	3.5	17.5%	3.5	17.5%	3.5	17.5%
<b>TOTAL</b>			<b>20%</b>	<b>13.75%</b>		<b>13.63%</b>		<b>15.50%</b>	



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## INTRODUCTION

### TOURNAMENT SERVICES

#### SECURITY

Security is fundamental to the success of any major event, particularly in today's context. Candidates were required to provide plans that would demonstrate the ability to ensure the protection and safety of all tournament stakeholders. Each of the candidates demonstrated a thorough understanding of the requirements for a successful security plan for a Rugby World Cup.

South Africa and France provided a comprehensive overview of a range of security threats and risks with proposed strategies for tackling each. Ireland's bid focused primarily on the management of the threat of international terrorism.

Commitments have been provided by all government with regard to security and are addressed in the Tournament Organisation and Schedule section of the evaluation report.

#### ACCOMMODATION

The provision of adequate accommodation for all stakeholders is an important aspect of tournament delivery. All three bids demonstrate an understanding and commitment to the client accommodation requirements. France and South Africa have provided clear evidence in their bids of the capacities available to meet the requirements but France has scored lower than South Africa as there is a shortfall of accommodation in St Etienne. Ireland scored the same as France as some cities may rely on adjacent cities for capacity.

#### TRANSPORT

The efficient movement of all stakeholders and the relevant transport infrastructure are also key to tournament success.

All candidates have very different transport plans and challenges. South Africa will utilise domestic air transport for intercity journeys and provide fast corridors for client movements in host cities. France will rely upon SNCF and the train system as per UEFA 2016 Euros with some elongated journeys involved. Ireland has highlighted the advantages of the short distances for intercity travel. Ireland's plan would meet the requirements and demonstrated solid industry engagement.

#### TECHNOLOGY

Information and communication technology infrastructure is now a significant function for RWC and needs to be considered across many functional areas. All three candidates demonstrated a good understanding of the key requirements both at venue and national level. South Africa scored the highest as they demonstrated that all required technology infrastructure is already in place to host a Rugby World Cup. South Africa have partnered with a proven technology integration provider and shown that they understand the importance of technology in delivering a successful tournament.

France scored slightly lower than South Africa as upgrade work is required to bring some venues up to the required standard. France also did not demonstrate the same level of innovation through the use of technology as South Africa. France and South Africa have proven experience in this area.

Although Ireland have shown a strong commitment to have upgraded all venues to the required Rugby World Cup technology standard by 2023, all but two of the venues currently do not meet the required level. Remedying this gap will entail significant upgrade works and this introduces a level of risk that is reflected in Ireland's score which is the lowest of the three in this category.



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### **RUGBY SERVICES**

Each of the Host Candidates was required to detail their plans for Rugby Services Functional Area, which includes Medical, Anti-Doping, Match Officials, Match Management and Judicial and Integrity. The success of the tournament relies heavily on these areas which service the participating teams, World Rugby and the tournament itself in terms of match delivery. Overall, the bids all showed a thorough understanding of the requirements and standards of a RWC which is reflected in the scoring.

The difference in the score ultimately came down to the candidates' medical response where France fell one point below Ireland and South Africa. Both Ireland and South Africa detailed their abilities to maximise their current elite level rugby medical programmes which are proven to be successful and both bids also demonstrated a clear understanding of the standards required of a RWC. While France's bid outlined a detailed tournament medical programme for a major event, it lacked in places a rugby focus and, given World Rugby's attention to and emphasis on player welfare, this rugby knowledge and understanding is crucial to the successful delivery of the Rugby Services programme.

### **TICKETING STRATEGY**

The candidates were asked to outline their ticketing strategy for Rugby World Cup 2023, along with the marketing and promotional strategy that will support ticketing. Key to this marketing and ticketing strategy is how each candidate will attract as many spectators as possible to the event from a wide range of domestic and international audience segments.

The success of the tournament ticketing strategy for a Rugby World Cup is key to the financial viability of the tournament, and therefore to confidence in the Tournament Budget and the expenditure that will support the delivery of the facilities and services required for an outstanding event. However, the ticketing strategy is about more than simply revenues – it drives the national engagement that will determine much of the tournament-time festival effect, with full stadia a crucial measure of success in the continued growth of RWC, and as a driver of the growth of the sport.

All three candidates provided a detailed overview of the proposed ticketing strategy that would meet RWCL objectives and therefore scored equally in this function.





**WEIGHTED SCORING COMPARATIVE TOURNAMENT SERVICES**

AREA	WEIGHTING	DETAILED AREA OF EVALUATION	SUB	FRANCE		IRELAND		SOUTH AFRICA	
				SCORE	WEIGHTED	SCORE	WEIGHTED	SCORE	WEIGHTED
<b>TOURNAMENT INFRASTRUCTURE</b>	20%	1. Bid sets out a robust and comprehensive security plan that provides RWCL with substantial evidenced based assurance it can cope with the demands of a Rugby World Cup.	15%	2.5	9.38%	2.5	9.38%	2.5	9.38%
<b>TOURNAMENT SERVICES</b>		2. Bid sets out a robust and comprehensive accommodation plan that provides RWCL with substantial evidence based assurance it can cope with the demands of a Rugby World Cup.	15%	2.5	9.38%	2.5	9.38%	3	11.25%
<i>RUGBY SERVICES</i>		3. Bid sets out a robust and comprehensive transport plan that provides RWCL with substantial evidenced based assurance it can cope with the demands of a Rugby World Cup.	15%	3	11.25%	2.5	9.38%	3	11.25%
<i>MARKETING, PROMOTION AND TICKETING</i>		4. Bid provides sufficient evidence that all Information Technology Services requirements will be met and implemented.	15%	3	11.25%	2	7.5%	3.5	13.13%



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# TOURNAMENT INFRASTRUCTURE

## SCORING NOTES FOR TOURNAMENT SERVICES

1. Bid sets out a robust and comprehensive security plan that provides RWCL with substantial evidenced based assurance it can cope with the demands of a Rugby World Cup.

4	3	2	1	0
Bid includes a robust and comprehensive security plan for the Tournament. The bid provides evidence of successful security plans from previous major events and clearly displays an understanding of the mechanisms required to deliver a safe and secure Rugby World Cup. The bid provides detailed evidence on how the security plan will be implemented and how any security concerns will be dealt with. The security plan includes the necessary integration with national, local and private security bodies. The current security status in the host nation is acceptable to RWCL.	Bid includes a robust and comprehensive security plan for the Tournament. The bid provides evidence of successful security plans from previous major events and clearly displays an understanding of the mechanisms required to deliver a safe and secure Rugby World Cup. However, there are small gaps identified that, whilst not comprising the overall safety and security of the event, will need addressing. The current security status in the host nation is acceptable to RWCL.	Bid includes a security plan that is based on previous events in suggested host cities and/or previous major events. The plan lacks an appreciation of the required integration between delivery bodies and the resources required. The current security status in the host nation is acceptable to RWCL.	<p>Bid includes a high level security plan that is lacking in detail. The plan does not provide RWCL with sufficient confidence that it will meet Rugby World Cup requirements.</p> <p>OR</p> <p>The current security status in the host nation is not acceptable to RWCL.</p>	

2. Bid sets out a robust and comprehensive accommodation plan that provides RWCL with substantial evidence based assurance it can cope with the demands of a Rugby World Cup.

4	3	2	1	0
Bid includes a robust and comprehensive accommodation plan for the Tournament. The accommodation plan articulates a solid understanding of the predicted levels, requirements and demands for Rugby World Cup accommodation. The bid provides sufficient evidence that it will be able to exceed the required accommodation levels and standard for all stakeholders in all host cities (either in overall number of rooms, quality or both).	Bid includes a robust and comprehensive accommodation plan for the Tournament. The accommodation plan articulates a solid understanding of the predicted levels, requirements and demands for Rugby World Cup accommodation. The bid provides sufficient evidence that it will be able to meet the required accommodation levels for all stakeholders in all host cities.	Bid includes a detailed accommodation plan for the Tournament. However, the current infrastructure does not meet RWCL requirements in one or more event locations. Work is required to meet the minimum requirements (either in overall number of rooms, quality or both) to increase capacity or implement other mitigating solutions. For example, this may mean that stakeholders have to travel further than desired for accommodation.	<p>Bid references the need for an accommodation plan and includes information on appropriate accommodation options available in each host city. However, there are significant gaps in the information provided and it is anticipated that a number of proposed event locations will not be able to meet the requirements (capacity OR quality) without significant capacity upgrades or suboptimal mitigations being implemented.</p>	



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# TOURNAMENT INFRASTRUCTURE

3. Bid sets out a robust and comprehensive transport plan that provides RWCL with substantial evidenced based assurance it can cope with the demands of a Rugby World Cup.

4	3	2	1	0
<p>Bid includes a robust and comprehensive transportation plan for the Tournament.</p> <p>VENUE LEVEL: The plan for each venue is well evidenced through appropriate crowd modelling and provides RWCL with a high level of confidence that it is accurate. Examples of successful transportation plans from previous major events are included. The bid allows for multiple transport options for spectators that give a high level of confidence that the spectator experience will deliver the expected levels of speed, comfort and price. The bid also includes comprehensive contingency plans.</p> <p>DOMESTIC LEVEL: The bid provides good confidence that there is sufficient capacity, frequency and modes of transport to move expected numbers between host cities and RWCL have a high level of confidence that the spectator experience will deliver the expected levels of speed, comfort and price.</p> <p>INTERNATIONAL LEVEL: The bid provides a high level of confidence that the territory has the required capacity and frequency of transport options for all key RWC2023 international territories.</p>	<p>Bid includes a robust and comprehensive transportation plan for the Tournament.</p> <p>VENUE LEVEL: The plan for most venues is well evidenced and provides RWCL with a good level of confidence that transport solutions are adequate. For some venues, there are questions as to the adequacy of transport provision to the standards expected.</p> <p>DOMESTIC LEVEL: The bid provides good confidence that there is sufficient capacity, frequency and modes of transport to move expected numbers between most host cities. There are some venues that will pose transport challenges, either due to existing capacity, existing links or journey times.</p> <p>INTERNATIONAL LEVEL: The bid provides a high level of confidence that the territory has the required capacity and frequency of transport options for all key RWC2023 international territories.</p>	<p>Bid includes a robust and comprehensive transportation plan for the Tournament.</p> <p>VENUE LEVEL: The plan for most venues is adequately articulated, however a number of venues will require significant enhancement to standard transport provisions to meet the anticipated demand.</p> <p>DOMESTIC LEVEL: The bid provides adequate confidence that there is sufficient capacity, frequency and modes of transport to move expected numbers between most host cities. There are some venues that will pose transport challenges, either due to existing capacity, existing links or journey times.</p> <p>INTERNATIONAL LEVEL: The bid provides an adequate level of confidence that the territory has the required capacity and frequency of transport options for all key RWC2023 international territories.</p>	<p>Bid does not include a robust and comprehensive transportation plan for the Tournament.</p> <p>VENUE LEVEL: The plan for a number of venues is not adequately articulated, and it is expected that significant transport upgrades will be required in many instances to meet anticipated demand.</p> <p>DOMESTIC LEVEL: The bid provides low levels of confidence that there is sufficient capacity, frequency and modes of transport to move expected numbers between most host cities. There are a number of venues that will pose transport challenges, either due to existing capacity, existing links or journey times.</p> <p>INTERNATIONAL LEVEL: The bid provides less than adequate levels of confidence that the territory has the required capacity and frequency of transport options for all key RWC2023 international territories.</p>	



# TOURNAMENT INFRASTRUCTURE

4. Bid provides sufficient evidence that all Information Technology Services requirements will be met and implemented.

4	3	2	1	0
<p>Bid makes a robust commitment to implementing all required Information Technology Services for the Tournament, and provides sufficient evidence that all requirements will be implemented. Bid also outlines how their Tournament will be enhanced through the use of new technology.</p> <p>The host nation has strong access to domestic partners, technology integrators and other skilled resource.</p> <p>The technology capability is in place, or will require minimal development work.</p>	<p>Bid makes a robust commitment to implementing all required Information Technology Services for the Tournament and provides sufficient evidence that all requirements will be implemented.</p> <p>The host nation has good access to domestic partners, technology integrators and other skilled resource.</p> <p>It is expected that there will be some development work to put the technology capability in place.</p>	<p>Bid makes a commitment to implementing all required Information Technology Services. However, bid displays a limited delivery methodology and/or outlines limited examples of improvements from previous major events.</p> <p>The host nation has adequate access to domestic partners, technology integrators and other skilled resource.</p> <p>It is expected that there will be significant development work to put the technology capability in place.</p>	<p>Bid references its Information Technology Services plans, but the information is limited and there are a large amount of gaps.</p> <p>The host nation has limited access to domestic partners, technology integrators and other skilled resource.</p>	

RWC 2023  
FUNCTIONAL AREA  
EVALUATION





FRANCE  
WEIGHTED SCORING



AREA	WEIGHTING	DETAILED AREA OF EVALUATION	SUB	FRANCE	
				SCORE	WEIGHTED
<b>TOURNAMENT INFRASTRUCTURE</b>	20%	1. Bid sets out a robust and comprehensive security plan that provides RWCL with substantial evidenced based assurance it can cope with the demands of a Rugby World Cup.	15%	2.5	9.38%
<b>TOURNAMENT SERVICES</b>		2. Bid sets out a robust and comprehensive accommodation plan that provides RWCL with substantial evidence based assurance it can cope with the demands of a Rugby World Cup.	15%	2.5	9.38%
<i>RUGBY SERVICES</i>		3. Bid sets out a robust and comprehensive transport plan that provides RWCL with substantial evidenced based assurance it can cope with the demands of a Rugby World Cup.	15%	3	11.25%
<i>MARKETING, PROMOTION AND TICKETING</i>		4. Bid provides sufficient evidence that all Information Technology Services requirements will be met and implemented.	15%	3	11.25%





## THE SCORE THAT HAS BEEN GIVEN TO FRANCE FOR THE SECURITY PROPOSAL IS 2.5.

Key points that impact the scoring are:

- The bid provides comprehensive details of the security approach, including a thorough risk assessment, a full list of organisations involved, description of the Command, Control and Coordination approach and layers of a security and safety outputs are described and the approach reflects the sophistication of a modern major event staging environment.
- France has a proven track record of delivering safe and secure events, having recently held the UEFA Euro 2016 football championships which in respect of the security regime instigated was successful.
- A commitment is made to the provision of substantial resources from multi-state agencies to provide a robust security plan.
- The bid acknowledges that terrorism is a threat to all countries hosting major sporting events. UEFA Euro 2016 took place in France in the context of a 'critical' terrorist risk level.
- France has been under a declared State of Emergency, which was in force during the UEFA Euro 2016 Championships and proved effective. This State of Emergency is acknowledged as not likely to be in force beyond 2017 and therefore its measures would not be applied to the Rugby World Cup.
- The bid states that the terrorism landscape may have changed significantly by 2023.
- The prevailing situation is one of the reasons for the score not being increased, but they have detailed a robust plan to manage and mitigate all security risks including terrorism.

## THE SCORE THAT HAS BEEN GIVEN TO FRANCE FOR THE ACCOMMODATION PROPOSAL IS 2.5.

The key points affecting the score are:

- The bid contains a robust explanation of the scale of the accommodation properties available in France to meet the requirements of the Rugby World Cup.
- There is one city that has a potential shortfall of required rooms – St Etienne. The bid outlines a contingency for this situation encompassing Lyon and St Etienne as a unified accommodation unit. The travel times for this are reasonable but not ideal. This has subsequently had an impact on the score.
- The bid has a strong proposal for the use of the Accor Hotels Group, experienced with UEFA Euro 2016, Paris 2024 Olympic Games bid and Ryder Cup 2018, to manage the supply, reservation and delivery of the required hotel inventory at reasonable prices.
- Pricing appears to be reasonable with an inflation assumption and the provided information is very comprehensive.
- There are strong accommodation propositions for teams, match officials, with a base camp and Match Day Hotels. Tournament Officials and Tournament Guests also have a strong proposition.

## THE SCORE THAT HAS BEEN GIVEN TO FRANCE FOR THE TRANSPORT PROPOSAL IS 3.

The key points affecting the score are:

- The bid from France contains a very strong proposition in relation to the transport infrastructure and demonstrates past experience of delivering transport solutions for major international events.
- The bid clarifies that the airport accessibility is strong and the travel times for teams are competitive.
- A plan already exists following UEFA Euro 2016 for streamlined visa and entry procedures and fast track air (and other modal) arrival modes.
- There is a plan to appoint an international airline partner and a domestic airline partner.
- The domestic transport plan has been tried and tested during both RWC 2007 and UEFA Euro 2016.
- The SNCF train system is proposed as the bedrock of the transport approach and solution for the RWC 2023.
- The bid recognises the requirement to provide teams with a range of fleet vehicles including a luxury coach, people carriers and a kit van.
- The plan puts considerable emphasis on the train for inter host city movements for all client groups although journeys over four hours would have the option of domestic air travel.



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## THE SCORE THAT HAS BEEN GIVEN TO FRANCE FOR THE TECHNOLOGY PROPOSAL IS 3.

The key points affecting the score are:

- All proposed venues except one have been used for UEFA Euro 2016. Permanent technology upgrades have been deployed at venues for UEFA Euro 2016. Therefore, based on known UEFA standards, venues will require minimal upgrades to deliver to the standard for RWC2023.
- There is commitment to have diverse connectivity in place at all match venues by 2023.
- Wi-Fi is available in all venues.
- Mobile functional enhancements provided for UEFA Euro 2016 are permanent and there is commitment to a continuous upgrade path.
- However, venue technology upgrade plans and roadmaps should be requested to provide assurances and demonstrate that planned upgrades will be implemented.
- France has good international telecommunications and data connectivity capacities in place.
- France has strong access to domestic partners, technology integrators and other skilled resource. The hosts have existing relationships with Orange who are a major telecommunications player and who own the fixed high availability network used by UEFA Euro 2016 and which would be utilised for RWC2023.

## EVALUATION DETAIL

### SECURITY

#### SECURITY ANALYSIS AND IDENTIFICATION OF SECURITY NEEDS FOR FRANCE

- The France bid provides a comprehensive overview of the security risks for the country and outlines the means by which it would intend to tackle each of those risks

#### SECURITY EXPERIENCE OF PREVIOUS MAJOR INTERNATIONAL EVENTS

- France proposes a comprehensive security and safety plan, much of which has been previously tried and proven.
- The bid puts emphasis on the success of the country having hosted previous major international events from a security perspective.
- The plan is based on the successful implementation of the UEFA Euro 2016 security approach and plan; a plan developed from previous experience of hosting major multi-city events such as FIFA World Cup and Rugby World Cups.

### RISK ANALYSIS

- The approach to be taken is listed as a risk based, in line with ISO31000 standard on risk management. The State Security Services are stated as intending to undertake a dynamic risk assessment methodology.
- A comprehensive list of risks and intended management strategies are detailed in the plan. These include:
  - Terrorism
  - Fire
  - Natural disasters
  - Other disasters – nuclear, industrial, air, chemical, biological

- Political and social
- Stadia and facilities
- Transport and traffic
- Intrusion
- Banditism
- Cybercrime and technologies

- All are assessed as low risk in the bid, with the exception that it is acknowledged that there has been a critical risk level for terrorism in France.

### SECURITY ACCOUNTABILITIES

- The Ministry of Interior is named as the overall authority that will take responsibility for the organisation of the security provisions across the territory of France for the duration of the tournament.
- Stadia security is stated to be the responsibility of the Organising Committee.

A comprehensive table of resources has been included to demonstrate the commitment the State and Government intends for the tournament.

- The bid places emphasis on the successful cooperation of French security involvement in international cooperation measures for improving safety and security at sporting events.

The bid contains a full description of each organisation involved and the specific responsibilities for each are detailed.

The bid contains no specific staffing proposal for the Organising Committee.

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## PROPAGANDA AND PROTEST

- The bid outlines a well-rehearsed approach to managing protest and propaganda in a democratic society and mechanisms for maintaining or restoring public order.
- It also emphasises the track record of France in not having protests against sporting events and the overwhelming support of the population for the bid making the likelihood of a protest low.

## COMMAND, CONTROL AND COORDINATION

- The bid describes a three-tier command structure to handle crises.
- This involves a stadium level, a local prefect level and a national level.
- The responsibilities of each level are described and participants detailed. A clear chain of command is described and the role of the government is included in this.

## SECURITY PLANS IN RELATION TO ANTI-TERRORISM

- Terrorism is claimed to be under control through specific measures including a declared state of emergency.
- UEFA Euro 2016 was held under the state of emergency and security could be evaluated as having been successful. The bid documentation outlines the history of countering terrorism in France.
- Intelligence services are proposed to be fully deployed for the Rugby World Cup and specific security sweep measures at venues are proposed to be undertaken.
- The threat level in France would be a concern.

- The state of emergency remains in force but is likely to be lifted in 2017 according to the bid documentation. The security situation is also acknowledged in the bid as likely to have changed somewhat by 2023.

## TESTING OF SECURITY PLANS

- The bid outlines the proposal to undertake thorough emergency exercises at each stadium including integrated testing between State Services and the Organising Committee.
- This is based upon previous experience of staging major international events such as UEFA Euro 2016

## SECURITY PLAN IN RELATION TO MATCH AND TRAINING VENUES; TEAMS; TOURNAMENT OFFICIALS; SPECTATORS; AND MEDIA

- The plan outlined covers the match venues, training venues and team base camps. The bid references intended provision and acknowledges the requirement for specific measures to cover these.
- There is also a recognition in the bid that specific client groups require specific security measures and the groups listed include Teams, Match officials, VVIPs, Spectators, Media. There is a reference to accreditation assisting with security however this does not feature significantly in the documentation.

## ACCOMMODATION

### ACCOMMODATION AVAILABILITY

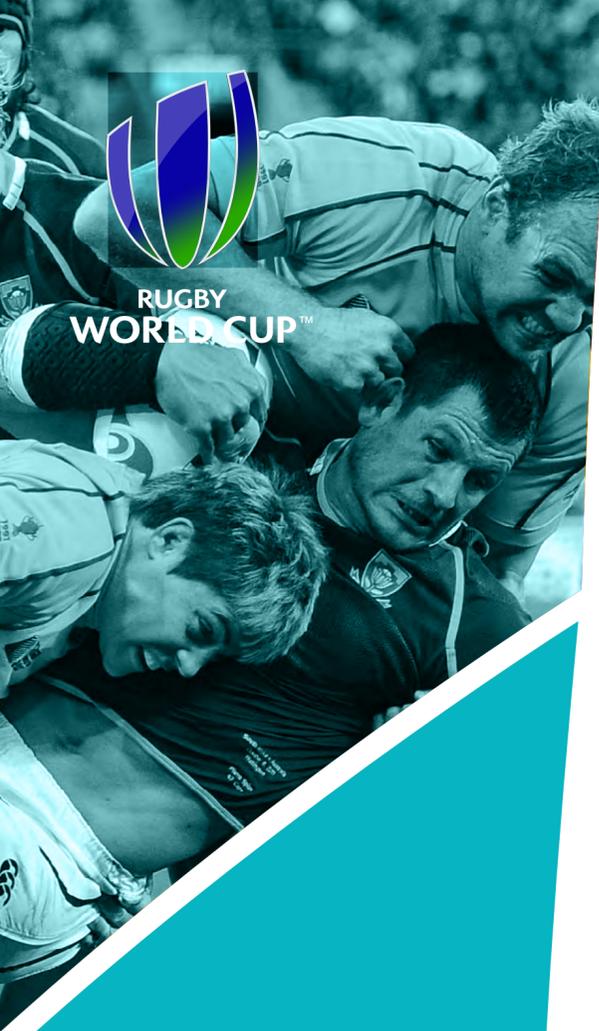
- The bid clearly underlines that the French market for accommodation is well established and overall has sufficient capacity to accommodate the needs of a Rugby World Cup.
- Information is provided about the availability in each Host City along with a detailed pricing comparison table by grade of hotel.
- No estimated increase in room availability for 2023 is provided. The proposition is that there is sufficient stock already to cope with accommodation demands (with the exception of St Etienne, which is proposed to be supported from Lyon in terms of room capacity).

### APPROACH TO MANAGING ACCOMMODATION

- The bid is supported by the AccorHotels Group. The group own 1,600 hotels in France and accounts for more than 145,000 rooms.
- The proposal is not to set up an official accommodation agency for the Rugby World Cup, based upon the advance of the digital market in accommodation bookings and developments such as Air BnB.

### HOST CITY CAPACITIES

- Sufficient hotel capacities exist in each host city with the exception of St Etienne.
- The proposal in the bid is to combine St Etienne and Lyon as an accommodation area to provide the required inventory with reasonable travel times.



### TEAM HOTELS

The bid provides a clear vision for a team base camp concept supplemented by a team match hotel concept in the host cities.

- The facilities to be provided by the hotel meet or exceed the standard required by RWCL.
- The proposed approach states that the base camp hotels will be no more than 1 hour 30 minutes from one or more Host Cities to which they are affiliated and also proposed to be no more than 60kms from an SNCF TGV station.
- The implications for distances and times involved in travel for teams with this proposed combination of base camps, match hotels and reliance on the use of the train are not clarified in the bid, however this has been scored in the Team Base section of the evaluation report not this section.
- Clarification from France provides confirmation that teams that prefer mobility from Camp to Camp will be accommodated

### MATCH OFFICIALS AND TOURNAMENT OFFICIALS

There is a very detailed and specific accommodation proposal for the match officials to have a Base Camp.

- The named hotel is Barriere Le Grand Hotel Enghien-les-Bains.
- The facilities described would exceed the standards required by RWCL.
- The hotel has experience of hosting rugby teams and the match officials for UEFA Euro 2016.
- This would be supplemented by a match officials Match

## TOURNAMENT INFRASTRUCTURE

Hotel in the Host Cities and would be a different hotel to any used by Teams, Tournament Guests and Media.

For Tournament Officials, The Mercure Paris Monmartre Sacre Ceour hotel – part of the AccorHotels Group has been specified and meets RWCL requirements.

### TOURNAMENT GUESTS AND RWCL DIRECTORS

- The Official TGP hotel in Paris is specified as the PulmanTower Eiffel hotel. This and proposed hotels in Host Cities meet RWCL expectations.
- RWCL Directors would be accommodated in apartment hotels.

### ACCOMMODATION PRICE CONTROLS

AccorHotels will be supporting the Rugby World Cup and this mechanism will implicitly affect and control the prices being charged by the hotel industry.

### INDUSTRY ROOM PROVISION AGREEMENTS AND LETTERS OF SUPPORT

The bid has a firm commitment for support from the AccorHotels Group who are stated to have experience with other events.

### TRANSPORT

#### TRANSPORT AND TRAVEL: INTERNATIONAL TRAVEL

#### ACCESS TO THE HOST NATION BY INTERNATIONAL AIRLINES

The bid lists nine airports that have the potential to be used in the RWC.

The bid states that these provide generous capacity for the hosting of the tournament. Tables included contain detailed information about the airlines that have access to the nine airports. Distances to the nearest city centres are also displayed. The bid is strong in airport and airline capacity provision.

#### TRAVEL TIMES FOR THE 20 TEAMS FROM RWC 2015

For comparison and based upon the provided information by the bidders, more teams have a 16 hours or more international leg journey to France than to the competing bidders - 14 teams compared to 13 to Ireland and 11 to South Africa.

More teams (five) have a greater than 24 hours journey to France, compared to Ireland (three) and South Africa (two).

The bid proposes that a tender process is undertaken to appoint one or two airlines for the provision of flights – one for international and one for domestic flights.

There is an intention to provide an IT solution for the booking of the flights for teams, officials and tournament guests.



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## AIRPORT MEETING ARRANGEMENTS FOR TEAMS, OFFICIALS, RWCL STAFF, RWCL DIRECTORS AND TOURNAMENT GUESTS

The bid outlines a number of key measures to assist in this area, a streamlined entry and screening procedure – used previously at the UEFA Euro 2016 tournament is intended to be extended to the RWC 2023.

- Early visa processing and streamlined application processes are proposed.
- Teams arriving in France will be provided with a management procedure to facilitate the sporting delegation departing the airport quickly.
- The same procedure will apply for VIP Charter planes and a streamlined entry procedure for VIPs arriving on scheduled aircraft.

## OTHER INTERNATIONAL ARRIVAL METHODS

The bid anticipates the majority of visitors and stakeholders to arrive by plane however, the motorway network and SNCF train system are highlighted as efficient and effective means of entry into France. The same fast track procedures as the airports are intended to apply for road and rail entries.

## DOMESTIC TRAVEL

The bid presents a table included listing the travel times between cities. The bid acknowledges that the geography of the country requires long distances to be travelled but proposes the strength of the French Rail system run by SNCF as the means to reduce the travel times.

- The longest intercity movement would involve 897 kilometres between Toulouse and Lille.

# TOURNAMENT INFRASTRUCTURE

- There will be dedicated team trains that will reduce the travel times for 31 out of 45 of the journeys to less than four hours due to their non-stop nature. Seven journeys can be completed by train in less than two hours on the published schedule (more likely to be achieved with dedicated non-stopping trains)

Journeys greater than four hours by train will be managed through domestic air travel. Road transportation between cities is likely to be limited.

## TRANSPORTATION PLAN FOR ALL SPECTATORS BETWEEN HOST VENUES/ CITIES.

The main thrust of the transport plan in the bid is the partnership with SNCF to utilise the railway network and SNCF's multi-modal capability.

The strength of the bid is the experience that SNCF bring from operating in the RWC 2007 where it is stated they provided 66 dedicated trains for team use and provided 27 additional Eurostar trains between London and Paris plus 64 national trains. In addition, SNCF supported the delivery of fans for UEFA Euro 2016.

## SPECTATOR CURRENT MODES OF TRANSPORT

There is a strong preference for use of public transport across the venues with the exception of St Etienne and Toulouse where local walk up by pedestrians is preferred.

## CAPABILITY OF EXISTING TRANSPORT INFRASTRUCTURE TO COPE WITH THE RUGBY WORLD CUP

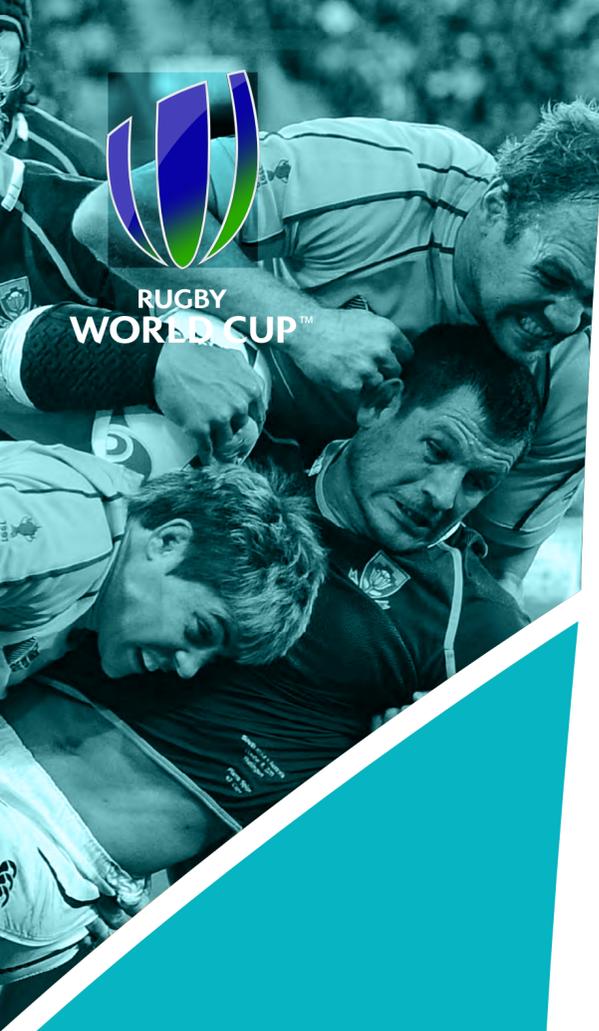
The bid is clearly confident of the ability of the transport

infrastructure coping due to the previous experience of success with the UEFA Euro 2016 and the Rugby World Cup 2007 and others preceding that. Planned enhancements are detailed in the bid.

## TEAM TRAVEL ARRANGEMENTS PROPOSED BETWEEN HOST CITIES INCLUDING THE TRANSPORTATION OF TEAM EQUIPMENT

- Teams will be provided with a minimum 52-seater coach decked out with competition colours.
- Two people movers will be provided, a utility vehicle for equipment moves and a police escort will be provided for each official team trip.
- Four tonnes of freight will be moved for each team by SNCF Group Logistics specialist division - GEODIS.
- Teams travelling by train to another Host City will be taken by bus to the nearest national rail station.
- These are listed as being an average of 15 kms from base camp, however, the accommodation section suggests that they could be up to 60 kms away.
- This a potential challenge for the overall time involved a team relocating between host cities.
- Dedicated trains are proposed to be provided to teams on the move between Host Cities consisting of:
  - One sit down train car to accommodate the entire team delegation
  - One comfort car with bar, and massage rooms
  - Concurrently, team equipment to be transported to the team match hotel

Upon arrival at the new host city, an identical fleet vehicle will collect the team from the station.



**INTERNATIONAL TRAVEL**

- Airport information was submitted and raises no major concerns
- Airport meeting arrangements for Teams, Officials, RWCL staff, RWCL Directors and Tournament Guests is outlined including streamlined entry and exit, and a screening procedure which was used for Euro 2016, along with early visa processing and streamlined application processes are proposed. Fast track will also be applied to road and rail entries.

**DOMESTIC TRAVEL**

- The bid presents a table listing the travel times between cities. The bid acknowledges that the geography of the country requires long distances but proposes the strength of the rail system run by SNCF will reduce travel time.
- SNCF provided effective transport solutions for stakeholders at RWC 2007 and UEFA Euro 2016, this is a key strength of their proposal.
- The longest intercity movement would involve 897 kilometers between Toulouse and Lille.
- There will be dedicated team trains that will reduce the travel times for 31 out of 45 of the journeys to less than four hours due to their non-stop nature. Seven journeys can be completed by train in less than two hours on the published schedule (more likely to be achieved with dedicated non- stopping trains) journeys greater than four hours by train will be managed through domestic air travel. Road transportation between cities is likely to be limited.

**TECHNOLOGY**

France proposes using venues that have been used to host matches for RWC 2007 or more recently UEFA Euro 2016. All are relatively new or have been refurbished recently. As such, all venues have good technology infrastructure, although some upgrade work will be required to ensure that venue technologies remain current and deliver to the RWC 2023 standard.

The country has a modern telecommunications infrastructure with good international data links. A number of international technology companies with the capability to fill the role of Tournament (technology) Integrator have a significant presence in France and the hosts have secured a commitment from Orange to be involved in RWC2023.

However, there is a lack of commitment on a single continuous exclusive access period to venues during tournament time. The resulting enforced bump in /out presents a risk to in venue technology services.

The bid presents some minor weaknesses such as a lack of certainty around the availability of sufficient radio frequencies for tournament purposes.

The spaces proposed for the International Broadcast Centre, Main Media Centre and Main Operations Centre exist but are to be fitted out.





**IRELAND**  
**WEIGHTED SCORING**

AREA	WEIGHTING	DETAILED AREA OF EVALUATION	SUB	IRELAND	
				SCORE	WEIGHTED
<b>TOURNAMENT INFRASTRUCTURE</b>	20%	Bid sets out a robust and comprehensive security plan that provides RWCL with substantial evidenced based assurance it can cope with the demands of a Rugby World Cup.	15%	2.5	9.38%
<b>TOURNAMENT SERVICES</b>		Bid sets out a robust and comprehensive accommodation plan that provides RWCL with substantial evidence based assurance it can cope with the demands of a Rugby World Cup.	15%	2.5	9.38%
<i>RUGBY SERVICES</i>		Bid sets out a robust and comprehensive transport plan that provides RWCL with substantial evidenced based assurance it can cope with the demands of a Rugby World Cup.	15%	2.5	9.38%
<i>MARKETING, PROMOTION AND TICKETING</i>		4. Bid provides sufficient evidence that all Information Technology Services requirements will be met and implemented.	15%	2	7.5%

**THE SCORE THAT HAS BEEN GIVEN TO IRELAND FOR THE SECURITY PROPOSAL IS 2.5.**

The key points affecting the score are:

- The bid provides a comprehensive description of the approach that would be taken by the government and the Organising Committee
- The bid describes detailed organisational arrangements for the management of security, listing the key accountabilities and the command and control approach that would be undertaken in line with well-established principles in the territories.
- There is experience of establishing security arrangements for the safety and security of major events, without incident, however, the examples are specifically for one event at any point in time and in one city at a time.

- There is evidence of a multi-event approach for the visits of Queen Elizabeth II, President Obama and Europa Cup Final within a seven-day period. There is no evidence of a multi-city simultaneous event staging.
- The bid confirms and outlines the involvement in the bid preparation of key security organisation with responsibility for the security of the tournament.
- The bid description of risks is limited and does not cover the full range of risks associated with safety and security of the tournament and therefore does not attract additional marks in the scoring.
- The bid describes the provision of security resources and measures for the key client groups and highlights a thorough understanding of the requirements for a tournament of the scale of the Rugby World Cup.
- The current threat level for terrorist activity in Ireland

is rated as ‘moderate’. Ireland has not been subject to threats or incidents relating to international terrorism.

- Emphasis is placed upon the cross-border cooperation between Gardaí and the PSNI that has prevailed to manage other forms of terrorism and security threats underpinned by an international treaty - the Good Friday Agreement. Ireland has scored 2.5 as it has demonstrated it has understood the requirements for a RWC and has a moderate level of terrorist threat. Ireland didn’t score higher as the risks examined were limited to terrorism.



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### THE SCORE THAT HAS BEEN GIVEN TO IRELAND FOR THE ACCOMMODATION PROPOSAL IS 2.5.

The key points affecting the score are:

- The Ireland bid contains a description of the accommodation availability and the ability to meet the required rooms for staging a Rugby World Cup.
- The bid identifies the capacities for all Host Cities and the strategy highlights that nearby cities could provide accommodation support if required. It is indicated that there is support from the Irish Hotels Federation – IHF and the Northern Ireland Hotels Federation – NIHF - and all of the key tourism agencies across Ireland and Northern Ireland. The bid confirms that a pricing mechanism has been achieved with the hotel industry led by IHF and NIHF.
- Accommodation provision has been underpinned by agreement reached through the IHF and NIHF and a substantial proportion of the hotel rooms required it is stated have been secured by Ireland.

### THE SCORE THAT HAS BEEN GIVEN TO IRELAND FOR THE TRANSPORT PROPOSAL IS 2.5.

The key points affecting the score are:

- The bid demonstrates the ability to meet the standards of RWCL.
- International movements are described and the journey times are competitive for the bid. Seven airports are identified and capacity appears to be available.
- Arrangements for a fast track process for teams and guests is described and is built on processes currently undertaken for international rugby matches held in Ireland.
- The IRFU already possess an International Air Transport Association (IATA) travel licence and the international transport plan is based upon Ireland 2023 utilising this.
- The rail and road network are the primary means by which the transport plan is constructed with emphasis upon the quality of public transport and road networks on the island.
- The commitments required for teams and client groups are described at a high level.
- Emphasis is placed upon Ireland's size and connectivity being key factors in the ability to deliver the required transport solutions.

### THE SCORE THAT HAS BEEN GIVEN TO IRELAND FOR THE TECHNOLOGY PROPOSAL IS 2.

The key points affecting the score are:

- The bid provides strong commitment to have the required technology infrastructure standard in place by 2023.
- Ireland is an international technology hub and the bid contains positive statements of support and intent to be involved from some of the major industry players based there.
- All but two of the venues require significant levels of upgrade and/or installation of technology and telecoms infrastructure. Telecommunications diversity needs to be added at all but two venues. Capacity needs to be increased at all venues to meet the required standard.
- The amount of upgrade work required introduces complexity and therefore a significant risk factor that is not inherent in the other two bids.



## EVALUATION DETAIL

### SECURITY

#### SECURITY ANALYSIS AND IDENTIFICATION OF SECURITY NEEDS FOR IRELAND

- The bid document for Ireland focuses upon the clear lines of command and the structures it has in place for the management of security matters.
- The bid focuses mainly on the threat of terrorism.

#### SECURITY EXPERIENCE OF MAJOR INTERNATIONAL EVENTS

- The bid document identifies a number of major events that have been successfully staged in Ireland.
- The security arrangements in 2011 for the visits of Queen Elizabeth II, President Obama and Europa Cup Final within a seven-day period, demonstrate an ability to deliver a successful multi-event security strategy.

### RISK ANALYSIS

The bid focuses on terrorism prevention as the major security issue. Ireland's current assessment of the threat of terrorism is 'moderate'. There is reference to the cross-border policing arrangements to tackle disruption of criminal activity and effective emergency planning. There is no consideration or mention of other risks beyond the threat of terrorism.

### SECURITY ACCOUNTABILITIES

- The Gardaí and the PSNI have agreed an All-Ireland Policing command structure as part of the submission.
- The bid identifies a multi-agency approach with the Gardaí being proposed as the lead security and policing agency.

The accountabilities have been detailed in the submission

- The bid details the resources that are typically deployed for major events which would be considered to meet the required standards for a Rugby World Cup.

### ORGANISATIONAL RESPONSIBILITIES

- There is a detailed table of organisational responsibilities, with clarity of accountabilities and roles between the Organising Committee and the relevant policing, security and government agencies.

There is no organization chart or proposed reporting lines for the Security Function within the Organising Committee.

### PROPAGANDA AND PROTEST

- The proposal in the bid is to take a risk and intelligence based approach to the potential for propaganda and protest.
- The proposition is that the Rugby World Cup would attract little such interest, however, full risk assessments, monitoring of open source media and consultation with international security and intelligence services is proposed.

Both the Gardaí and PSNI are suggested as being experienced in managing protests and demonstrations.

### COMMAND, CONTROL AND COORDINATION

- The bid contains a detailed explanation of the Command, Control and Coordination approach which centres on a tried and tested command hierarchy:
  - Strategic – Gold Command
  - Operational – Silver Command
  - Tactical – Bronze Command

# TOURNAMENT INFRASTRUCTURE

- A unified approach across Northern and the Republic of Ireland is detailed and a communications centre would be established.
- The security services would be supported by licensed private security professionals delivering security in and around the venues.

### ANTI-TERRORISM

- The bid clearly outlines the history of Gardaí and PSNI cooperation in tackling terrorism.
- The threat level for Ireland is considered to be moderate and is constantly assessed by the Gardaí and PSNI.
- Security and Intelligence section of the Gardaí coordinates counter terrorism strategies in the Republic of Ireland and in Northern Ireland a Counter Terrorism Security Coordinator is intended to be appointed to produce the detailed security plan with MI5, others and in conjunction with the Gardaí.

### TESTING THE SECURITY PLAN

- The principles of testing and readiness are described at high level. Table top exercises and live exercises are described.

### SECURITY PLAN IN RELATION TO MATCH AND TRAINING VENUES; TEAMS; TOURNAMENT OFFICIALS; SPECTATORS; AND MEDIA

The bid document details the measures for each of the appropriate client groups.



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## ACCOMMODATION

### ACCOMMODATION AVAILABILITY

- The bid presents a summary of the accommodation provision by category in each of the proposed Host Cities and a summary of the anticipated growth in the number of rooms that are estimated to be available in 2023. Ireland conducted a detail assessment of accommodation provision which included an analysis of potential spectator flows, international visitor travel patterns and modelling of potential match schedules.
- The geographical nature of the country would lend itself to accommodation provision in adjacent towns and cities.
- There is no indication of existing occupancy rates.

### APPROACH TO MANAGING ACCOMMODATION

The Organising Committee will manage accommodation for the key client groups directly.

### HOST CITY CAPACITIES

- The bid submission states that Ireland can deliver the required accommodation. The proposed approach relies upon the proximity of Host Cities to each other and the appropriate transport connections to ensure that spectators

and stakeholders are able to be accommodated. The bid references a forecast 39% total growth in bed availability between the bid submission and 2023.

- There are examples provided of previous events that have been held in some Host Cities that have been provided with sufficient accommodation.

### TEAM HOTELS

- The bid commits to the provision of 4\* or 5\* quality hotels and the full suite of requirements for teams as outlined by RWCL is understood and described within the provisions. The travel distances for training and match venues are within the tolerances RWCL specify.

### MATCH OFFICIALS AND TOURNAMENT OFFICIALS

- There is no identified hotel in the bid submission for Match Officials, however, there is a commitment to the provision of a 4/5\* hotel central to Dublin and to match city hotel of a similar quality when required.
- RWCL requirements have been listed and committed to.

### TOURNAMENT GUESTS AND RWCL DIRECTORS

- There are no identified hotels specified in the bid but, there is a clear commitment to the provision of the required quality and standards required by RWCL for these client groups.

### ACCOMMODATION PRICE CONTROLS

- The bid confirms that a pricing mechanism has been achieved with the hotel industry led by IHF and NIHF.
- It includes price control mechanisms and committed hotel stock to the project.

## TRANSPORT

### TRANSPORT AND TRAVEL: INTERNATIONAL TRAVEL

#### ACCESS TO THE HOST NATION BY INTERNATIONAL AIRLINES

The bid lists seven airports that are proposed for use during the tournament.

#### TRAVEL TIMES FOR THE 20 TEAMS FROM RWC 2015

- More teams (10) have a 12 hours or less international leg journey to Ireland than to the competing bidders, compared to France (9) and South Africa (6).
- Less teams have a greater than 24 hours journey than France (3 compared to 5) but 1 more than South Africa.
- The bid states that the IRFU currently holds its own International Air Transport Association travel license enabling it to book flights for all Irish rugby related travel.
- A dedicated travel team is proposed as part of the Organising Committee.

#### OTHER INTERNATIONAL ARRIVAL METHODS

- Arrival by air is considered to be the most likely route for international visitors to Ireland.
- Extensive sea route crossings do exist. Six of Ireland's match venues are in a city with an international seaport.



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## DOMESTIC TRAVEL

A comprehensive table of travel times is contained in the bid submission.

Of 36 possible inter host city journeys, 30 can be made in less than four hours by road, 14 in less than two hours and 22 can be made in less than four hours by train and four of these in less than two hours.

No timings are provided for domestic flight arrangements between host cities

## SPECTATOR CURRENT MODES OF TRANSPORT

Modes of transport are described but there is no provision of percentages mode splits of existing match venue operations.

Within a host city, the major emphasis in the bid is placed on the short walking distances from city centres to the venues.

## OVERALL CONCEPT OF EVENT TRANSPORTATION PLAN (INCLUDING ANY SPECIAL EVENT ASSISTANCE FROM PUBLIC AGENCIES, ROAD CLOSURES, FREE PUBLIC TRANSPORT ETC.)

The overall concept is based upon the following:

- Host cities are located on the main transport networks
- Match venues are centrally located to the host cities and transport hubs making walking accessible from city to venue
- The National Transport Authority and Translink represent

and control the public transport operations across the island. Provides opportunities for integrated ticketing solutions and integrated rail, bus and coach journey planning.

- Road closure and traffic management priorities will be implemented through the appropriate Government departments and security services
- Cross border travel will be seamless

## MODES OF TRANSPORTS TO BE USED BETWEEN HOST CITIES AND EXPECTED MODAL SPLIT

The plan is that road and rail public transport will be the focus. There is considered to be a high-quality road network between host cities.

Air travel is not considered to be a necessary requirement for the spectator transport plan due to the length of journeys involved generally.

## CAPABILITY OF EXISTING TRANSPORT INFRASTRUCTURE TO COPE WITH THE RUGBY WORLD CUP

The bid submission confirms that the transport infrastructure is capable of supporting the Rugby World Cup. Additional investment is being made in infrastructure between now and 2023 in creating an increase in international, regional and local capacity.

The National Transport Authority and Translink are listed as being able to call upon significant expertise and backing from their Parent Companies – First Group and Transdev.

# TOURNAMENT INFRASTRUCTURE

## TRANSPORT SYSTEM FOR RWCL DIRECTORS, TOURNAMENT GUESTS, OFFICIALS AND RWCL STAFF

- The bid provides an overview of commitment to these client groups specifying there will be a dedicated Organising Committee team to manage international travel arrangements.
- Domestically, the proposal is for a dedicated Organising Committee team to manage transport bookings and provisions for each client group.

## TEAM TRAVEL ARRANGEMENTS PROPOSED BETWEEN HOST CITIES INCLUDING THE TRANSPORTATION OF TEAM EQUIPMENT

- Teams are considered most likely to travel by road and rail and that although air options will be available it is unlikely to be required.
- Teams will each be provided with one large 52-seater team branded coach, one large transit van and one seven-seater people carrier. The hosting agreement requires the provision of two people carriers per team.
- Rail options for inter host city movements are proposed to be available for teams as an option.
- Air travel is seen as unlikely for teams, but the option would exist in the event that a long inter host city movement e.g. Belfast to Cork has to be undertaken by a team.
- Team equipment will be moved with the transit van and if additional equipment has to be moved because it exceeds the van then a third-party logistics company will manage the excess



**TECHNOLOGY**

Ireland proposed eight venues that will meet the required technology standard once a significant amount of upgrade work has been completed. A firm commitment has been made to completing these upgrades, both to in venue services and to the telecommunications service into the venues. Diverse telecommunications are only available in two of the eight venues and six of the eight venues require significant technology upgrades and overlay to provide the standard required for RWC 2023. Therefore, this magnitude of work presents a risk to delivery and this risk is reflected in the score.

Ireland have provided a strong commitment to implement the technology standard by 2023.

There is a good telecommunications infrastructure in place within the country with good internal capacity. This is underlined by a large number of global technology companies running their EMEA operations out of Ireland. Some of these organisations have expressed an interest in having some level of involvement in RWC 2023. However, no potential technology integration partners with a track record of delivering technology solutions to large sports events have been identified in the bid.

Ireland have committed to enhancing the tournament using technology and innovation. They also understand the importance of spectrum management and frequency allocation.





**SOUTH AFRICA**  
**WEIGHTED SCORING**



AREA	WEIGHTING	DETAILED AREA OF EVALUATION	SUB	SOUTH AFRICA	
				SCORE	WEIGHTED
<b>TOURNAMENT INFRASTRUCTURE</b>	20%	Bid sets out a robust and comprehensive security plan that provides RWCL with substantial evidenced based assurance it can cope with the demands of a Rugby World Cup.	15%	2.5	9.38%
<b>TOURNAMENT SERVICES</b>		Bid sets out a robust and comprehensive accommodation plan that provides RWCL with substantial evidence based assurance it can cope with the demands of a Rugby World Cup.	15%	3	11.25%
<i>RUGBY SERVICES</i>		Bid sets out a robust and comprehensive transport plan that provides RWCL with substantial evidenced based assurance it can cope with the demands of a Rugby World Cup.	15%	3	11.25%
<i>MARKETING, PROMOTION AND TICKETING</i>		4. Bid provides sufficient evidence that all Information Technology Services requirements will be met and implemented.	15%	3.5	13.13%



### THE SCORE THAT HAS BEEN GIVEN TO SOUTH AFRICA FOR THE SECURITY PROPOSAL IS 2.5.

The key points affecting the score are:

- A detailed description of the security approach was provided and the proven experience of implementing the proposed plan is contained in the bid.
- Evidence is provided of a track record of successfully hosting major international events with a successful security plan and security outcomes.
- The proposal in the bid is for an updated version of the security plan of FIFA World Cup 2010 to be implemented
- The command and control structure is thoroughly explained and involves a number of tiers with the South African Government listed as having undertaken strenuous processes of analysis for the specific security needs of South Africa benchmarking against international best practices.
- South Africa states it has engaged G4S to undertake an independent risk assessment.
- South Africa is currently designated with a ‘moderate’ risk rating due to the ‘absence of threats from terrorism and major political unrest, peaceful regional relationships and no groups to threaten domestic stability’ .
- South Africa does have a history of crime against the person and the security of the individual is a consideration in establishing the limits of the score for the bid submission.
- The bid identifies a list of risks and identifies a comprehensive list of the key organisations and agencies that will be involved in the provision of the security measures proposed for the tournament.

South Africa has provided a detailed explanation of their approach to security and has scored the same as France and Ireland.

### THE SCORE THAT HAS BEEN GIVEN TO SOUTH AFRICA FOR THE ACCOMMODATION PROPOSAL IS 3.

The key points affecting the score are:

- The bid contains a strong description of the accommodation availability in the country and the description of the success of previous major international events hosted in the country.
- Accommodation for teams has been identified to the required specifications and standards of RWCL. Resultant travel times are shorter than specified as a target requirement, particularly when combined with a proposed ‘fast corridor approach to transport for teams.
- Provision for other client groups is described with hotels named for Match Officials, Tournament Officials, Tournament Guests and RWCL Directors. Facilities and nearby amenities are described.
- South Africa states it has secured commitment from four of the largest hotel groups in the country for provision and pricing. Accommodation support letters have been included in the bid from these groups

## TOURNAMENT INFRASTRUCTURE

### THE SCORE THAT HAS BEEN GIVEN TO SOUTH AFRICA FOR THE TRANSPORT PROPOSAL IS 3.

The key points affecting the score are:

- The bid contains a detailed description of the transport arrangements proposed for the tournament. The plan is based upon the successful delivery of the FIFA World Cup 2010.
- More teams flying to South Africa have a longer journey than competitor bidders although the least number of teams (two) have a greater than 24 hours international journey.
- Arrangements are described for the fast track of clients at airports and are proven from previous major events.
- Distances between Host Cities are generally considerable and air travel is really considered to be the primary means of inter Host City travel.
- The road system is extensive, but the journey times are considerable.
- The train system is not seen as a likely major alternative for spectators or clients.
- The provision for team and client transport is detailed and meets RWCL’s expectations in some cases exceeding with ‘Fast Priority Transport Corridors’ being created to shorten journey times.
- Team coach and vehicle provision meets the RWCL requirements.
- The primary premise for the transport plan’s success is the basing of teams around pools being Host City based. This approach targets overcoming the significant distances between Host Cities.



## THE SCORE THAT HAS BEEN GIVEN TO SOUTH AFRICA FOR THE TECHNOLOGY PROPOSAL IS 3.5

Key points impacting the score are:

- A very clear, comprehensive and structured bid.
- All venues currently are fully provisioned with the required levels of technology (networks, power and screens) telecommunications capacities and diversity to host a RWC.
- Solid and diverse telecommunication links are in place, both at local venue and international levels and are scalable to meet increased future requirements.
- The International Broadcast Centre is in place next to the National Stadium and was purpose built for FIFA World Cup 2010.
- South Africa have demonstrated that they understand the critical and strategic importance of technology in delivering a successful tournament, by securing partnership with a technology integration provider (Dimension Data) who have a proven track record of delivering technology services to large sports events.

# TOURNAMENT INFRASTRUCTURE

## EVALUATION DETAIL

### SECURITY

#### SECURITY ANALYSIS AND IDENTIFICATION OF SECURITY NEEDS FOR SOUTH AFRICA

- The South Africa bid has highlighted the current situation for security issues in the country and has identified that it has no history of being a target for international terrorism and has a peaceful government democracy environment within which it is operating.
- Crime against the individual is historically the major risk factor for South Africa based on the current situation.

#### SECURITY EXPERIENCE AT PREVIOUS MAJOR EVENTS

- The bid highlights the experience South Africa has had in staging major international events successfully without security incident.

#### RISK ANALYSIS

A risk based approach is proposed.

The bid provides a list of risks that will be assessed and mitigated including:

- Terrorism
- Biological, nuclear, radiological or chemical agent of mass destruction
- Fire
- Adverse weather
- Medical emergencies

#### ORGANISATIONAL ACCOUNTABILITIES

The bid document includes a comprehensive list of the

agencies that would be involved in the delivery of the security of the tournament.

The South African Police Service are nominated as the lead agency to take overall responsibility for the development, design and implementation of the safety and security plan for the tournament.

A clear split of responsibilities is outlined between the Organising Committee Security Functional Area, National and Provincial government agencies, police and security stakeholders and Private Security.

The bid outlines the proposal to have a National Joint Committee NATJOCOM, which is a feature of how South Africa integrates its security planning and implementation for significant events and issues.

#### STAFFING PLAN TO BE ADOPTED

An organisation chart for the Organising Committee Security Functional Area is included in the bid submission however it is at a very high level.

#### PROPAGANDA AND PROTEST

- It is outlined that event specific Special Measures Legislation that was enacted for the FIFA World Cup in 2010 will similarly be enacted for the Rugby World Cup.
- There is a specific commitment from South Africa Rugby to request additional legislative measures should the existing measures be considered inadequate by RWCL.
- There will be an emphasis upon intelligence gathering by South Africa State Security Agency with an integrated approach for intelligence management through the National Intelligence Coordinating Committee.



**COMMAND, CONTROL AND COORDINATION**

- A clear plan is outlined for the use of the South African NATJOCOMS (National Joint Committee) acting as the main coordinating body for security agencies for the safety and security of the tournament.
- A three-tiered approach is planned. National Security, Provincial and Local Government, Venue Security.

A detailed description is provided of the hierarchy of accountabilities for Command and Control starting with the President, South African Government Cabinet, through NATJOINTS, NATJOCOM, NATJOC, Provincial Joint Operational Centres, Host City Joint Operational centres and Venue Operational Centres.

**ANTI-TERRORISM**

- The bid suggests that there is a low risk of threats to security from terrorism in South Africa. There is a comprehensive plan to manage the potential risks through state intelligence structures and through a National Joint Operations Centre.
- It is clarified that there are well rehearsed national safety and security protocols and contingencies in place for dealing with terrorist threats.

**TESTING THE SECURITY PLAN**

- The security function for the Organising Committee will be responsible for organising testing and readiness exercises.
- The bid states that the fundamentals of the security plan are in force for every International, Super Rugby, Currie Cup matches and will be used and tested at the British and Irish Lions 2021 tour to South Africa.

**SECURITY PLAN IN RELATION TO MATCH AND TRAINING VENUES; TEAMS; TOURNAMENT OFFICIALS; SPECTATORS; AND MEDIA**

- A thorough plan is explained for the security provisions at match and training venues.
- Each client group has a detailed explanation of the measures that will be put in place for the safety and security of that group.

**ACCOMMODATION**

**ACCOMMODATION AVAILABILITY**

- The bid contains a complete breakdown by city of the known rooms / beds available with pricing.
- It details the anticipated growth in room numbers between now and 2023, quoting a 2016 report by Price Waterhouse Cooper on the Hotels Outlook, plus engagement with tourism bodies and major hotel groups.

The bid makes a strong statement that all Host Cities have sufficient capacity and evidences FIFA World Cup 2010 post event report from FIFA and South Africa tourism report to verify that no hotel shortages were reported.

**APPROACH TO MANAGING ACCOMMODATION**

- The bid states the Local Organising Committee will book accommodation directly for client groups it takes responsibility for.
- It is proposed to establish a South Africa Rugby World Cup 2023 Accommodation Board

**HOST CITY CAPACITIES**

- The bid document clearly states that there are no cities with accommodation challenges and quote the FIFA World Cup 2010 experience as evidence.

**TEAM HOTELS**

The policy stated is to have a team base camp for each team and to have match day hotels where a team is playing at a host city which is not their base camp.

- Emphasis is placed upon this policy putting player welfare at the center.
- The commitment to the standard of accommodation meets the requirements of RWCL and it is stated that all hotels have hosted international sports teams.
- It is stated that the proposed hotels are located no further than 10.5kms from the training venues that have been identified.
- A table of hotels is listed for teams with proximity to match venues and estimated travel times.

**MATCH OFFICIALS AND TOURNAMENT OFFICIALS**

- The bid names the Radisson Blu Guatran as the match officials and Tournament Officials base hotel. Facilities are described and meet RWCL standards.
- Match day hotels in Host cities are stated to have been identified.
- The proposal involves all Tournament Officials staying in the same hotel.



## TOURNAMENT GUESTS AND RWCL DIRECTORS

- The bid names Sandton Sun Hotel in Johannesburg as the proposed Tournament Guest base hotel.
- It is stated to meet the facilities requirements from RWCL and local amenities are listed in the submission document. Hotels in other host cities are stated to have been identified. Some are listed.
- RWCL Directors are proposed to be accommodated in fully serviced apartments in Sandton close to the proposed Tournament Office.

## ACCOMMODATION PRICE CONTROLS

The bid states that an agreement has been entered into by SA Rugby with four of the largest hotel groups.

- These are stated to have 35,000 rooms at 3-5\* rating.
- Accommodation support letters have been included in the bid from these four.

It is anticipated that the price agreement from these large four will influence the overall pricing in the market.

- The forecast is that despite the Tournament attracting international visitors, occupancy is expected to be below full – quoting experience from FIFA World Cup 2010

## INDUSTRY AGREEMENTS AND LETTERS OF SUPPORT

The bid states that an agreement has been entered into by SA Rugby with four of the largest hotel groups and letters of support have been included in the bid from them.

## TRANSPORT

### ACCESS TO THE HOST NATION BY INTERNATIONAL AIRLINES

Three main international airports are listed in the bid:

- OR Tambo International Johannesburg
- Cape Town International
- King Shaka International Durban

Johannesburg and Cape Town airports were significantly upgraded for FIFA World Cup 2010 and Durban was newly constructed for the same event. It is stated that further upgrades have been approved for completion prior to 2023.

Key airlines are listed that used the airports. There appears to be sufficient capacity and capability described to meet the requirements of the Rugby World Cup.

### TRAVEL TIMES FOR THE 20 TEAMS FROM RWC 2015

#### *International Journey time comparison*

More teams have a longer international leg journey to South Africa than to the competing bidders - eight teams travelling eight hours or less compared to only one to South Africa.

Less teams have a greater than 24 hours journey, compared to Ireland (three) and France (five).

# TOURNAMENT INFRASTRUCTURE

## CONTRACTING WITH AIRLINES AND BOOKING THROUGH TRAVEL AGENTS

The bid states that SA Rugby Union have formed SA Rugby Travel which is a partnership with Tourvest Destination Management – a leading travel and hospitality company in South Africa.

## AIRPORT ARRANGEMENTS FOR TEAMS, OFFICIALS, RWCL STAFF, RWCL DIRECTORS AND TOURNAMENT GUESTS

The bid describes a range of arrangements to facilitate the arrival of teams, officials and guests. These include:

- Establishing a Border Control Operational Coordinating Committee (BCOCC) with representatives of all of the key stakeholders, government departments and agencies.

## OTHER INTERNATIONAL ARRIVAL METHODS

It is anticipated that the majority of arrivals will be via air travel. Border crossings do exist for neighbouring countries.



## DOMESTIC TRAVEL DISTANCES (KM) AND TRAVEL TIMES BETWEEN PROPOSED HOST VENUES/VENUE CLUSTERS

### - Plane

Air travel is seen as the most appropriate means of travelling around the country. There are only two intercity routes that look challenging and involve a stopover in Johannesburg. The bid states that the proposed Host City based pool arrangement makes these two routes unrequired for teams, and unlikely for spectators. Other flight times are below two hours and 35 minutes.

### - Road

Road journeys are generally significantly long.

- 6 out of 21 are >10 hours
- A further 9 are between 5 – 10 hours

The proposition is that these journeys will be popular for organised group travel but not for individual spectators.

### - Train

The bid suggests that train travel inter city will not be a common option as not all routes are covered, and budget flights are considered to be more attractive.

The Gautrain in Johannesburg is a modern rapid transit commuter train. This is expected to be a key mode of transport for Rugby World Cup matches in Johannesburg.

## TRANSPORTATION PLAN FOR ALL SPECTATORS BETWEEN HOST VENUES/ CITIES

### CURRENT MODES OF TRANSPORT USED TO ACCESS VENUES ON MATCH DAYS AND CURRENT MODAL SPLIT

A full table describing the modes of transport in the Host cities and current mode splits is contained in the bid.

Self-drive is a large proportion of the spectator base in normal matches and the proposition is that the venues are designed to handle such capacities providing public transport capacity for international and out of town visitor to the venues.

All venues have experience hosting full capacity matches.

### OVERALL CONCEPT OF EVENT TRANSPORTATION PLAN (INCLUDING ANY SPECIAL EVENT ASSISTANCE FROM PUBLIC AGENCIES, ROAD CLOSURES, FREE PUBLIC TRANSPORT ETC.)

The plan is based upon the use of existing infrastructure, integrated with the RWC client transport systems requirements.

Transport corridors for RWC transport demand are proposed to be implemented nationally and locally by the appropriate agencies to assist with speeding up client transport on match days.

### MODES OF TRANSPORT TO BE USED BETWEEN HOST CITIES AND EXPECTED MODAL SPLIT

- Air transport is listed as the primary mode for inter host city transport.

The proposed measures for increasing capacity and service manpower were implemented in FIFA World Cup 2010.

The road network is considered to be extensive and a viable means for some spectator groups to move between cities. There is a South African intercity bus system.

The Gautrain is an 80-km mass rapid transit system that was built for the FIFA World Cup in 2010 and will be upgraded further prior to 2023.

No statistics are provided for expected modal splits for the RWC.

### CAPABILITY OF EXISTING TRANSPORT INFRASTRUCTURE TO COPE WITH THE RUGBY WORLD CUP

The bid confirms that the infrastructure is expected to be able to cope with the additional demand placed on it by staging a RWC. Improvements were implemented for the FIFA 2010 World Cup. Further improvements are planned.

### TEAM TRAVEL ARRANGEMENTS PROPOSED BETWEEN HOST CITIES INCLUDING THE TRANSPORTATION OF TEAM EQUIPMENT

The bid commits to the required vehicles as specified by RWCL as requirements for teams.

Coaches will be provided by a national supplier. Police escorts will be provided on match days and other official travel days, for example, Captain's run.



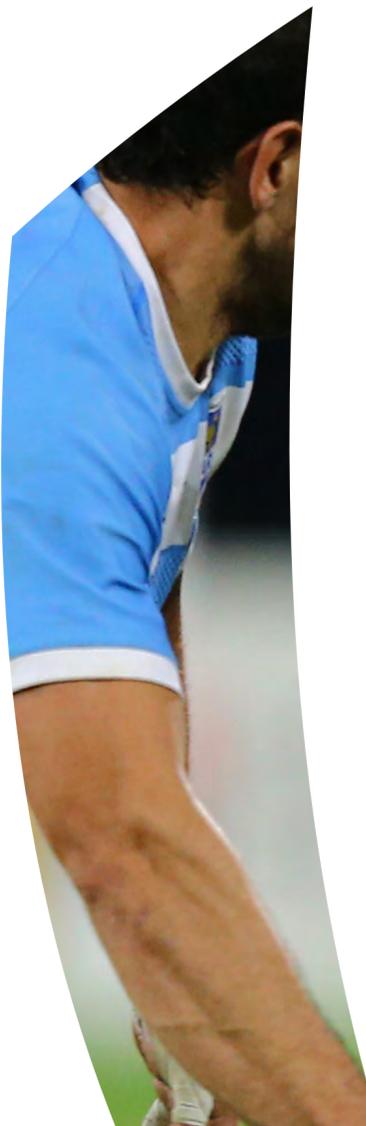
Domestic airport and flight arrangements will be similar to those for international arrivals.

### TECHNOLOGY

This bid contains a commitment that all eight match venues will meet the RWC 2023 standard as much of the required infrastructure is in place and therefore minimal upgrades will be required. However, it's unclear if full spectator Wi-Fi is in place yet at all venues.

All venues were utilised for the FIFA World Cup 2010 and therefore have technology infrastructure in place from a major event.

South Africa has highlighted advances in major event technology requirements and the importance of leveraging technology to enhance fan experience. Therefore, a number of innovations that utilise technology have been highlighted and budgeted for, within the bid.





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# TOURNAMENT INFRASTRUCTURE

## RUGBY SERVICES WEIGHTED SCORING COMPARATIVE



AREA	WEIGHTING	DETAILED AREA OF EVALUATION	SUB	FRANCE		IRELAND		SOUTH AFRICA	
				SCORE	WEIGHTED	SCORE	WEIGHTED	SCORE	WEIGHTED
<b>TOURNAMENT INFRASTRUCTURE</b>									
<i>TOURNAMENT SERVICES</i>	20%	5. Bid provides sufficient evidence that all Information Technology Services requirements will be met and implemented.	20%	2	10%	3	15%	3	15%
<b>RUGBY SERVICES</b>									
<i>MARKETING, PROMOTION AND TICKETING</i>									

### SCORING NOTES FOR RUGBY SERVICES

4	3	2	1	0
Bid demonstrates a sophisticated understanding of the Rugby Services that are required and provides RWCL with a high level of confidence that these requirements will be exceeded.	Bid demonstrates a good understanding of the Rugby Services that are required and provides RWCL with a high level of confidence that these requirements will be met.	Bid clearly shows an understanding of all required Rugby Services but there are some gaps on how all of these services will be implemented and met. RWCL has confidence that solutions can be implemented to the standard required.	Bid references an approach to delivering Rugby Services requirements, but plans are incomplete and RWCL can identify a number of gaps that will make implementation to the standard requires challenging.	



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## FRANCE

### THE SCORE THAT HAS BEEN GIVEN TO FRANCE FOR THE RUGBY SERVICES PROPOSAL IS 2.

The key points that impact the scoring are:

- In the Medical area there is a lack of rugby focus which has led to a lower score.
- In the Anti-Doping area there is a potential risk related to the criminality of anti-doping violations in France.
- There are no concerns related to Match Management and Match Officials however, a suggestion to involve Tier 2 personnel may create a risk to some delivery areas.
- Some areas would be delivered over and above the required standards, such as the integrity programme.
- Overall, France has provided a good response. However RWCL would require some further assurances to ensure the quality of the Rugby Services programme is not compromised.

## EVALUATION DETAIL

### MEDICAL

France states that it would implement a comprehensive and detailed medical plan for RWC 2023, with cooperation from various organisations within the private, public and association-based sectors, and with player welfare as a priority.

In their bid response, France names the Tournament Medical Director (TMD) as the sole person responsible for managing the tournament medical programme. However,

after a clarification question, France detailed that the TMD would be supported by an expert committee comprised of practitioners and specialists in areas specific to rugby including concussion, neurology and head injuries. The appointment of the TMD would also be made by this expert committee. In its clarifications, France outlined the criteria and skills the TMD must possess – this clarification suggests that the TMD would not necessarily need to have practicing experience in rugby or sports medicine, but rather an interest in those areas. It would be a RWCL requirement of an OC that the TMD be experienced in practicing medicine in elite level rugby.

The bid states that the doctors at each venue would be sourced from the firms and/or associations experienced in event medical services and large-scale events. This is also reconfirmed in the clarifications; however, the proposal does not focus on the use of rugby specialists and doctors within the planning of the tournament medical programme for match venues or the various regional areas.

A detailed medical staffing plan has been provided within the bid which essentially puts the responsibility of implementing the tournament medical programme at a local/regional level. This is common practice to an extent in recent RWCs however the TMD would need to ensure consistency of service across all areas, as much of the delivery is to be outsourced to those Host City Medical Managers in each area and the Head of Medical – Players appointed to each match venue.

With respect to hospitals, France has confirmed that all backup medical facilities (local hospitals) are within 10 minutes of the respective match venue, which is ideal. This information has not been provided with respect to team bases as hospitals and back up facilities have not yet

## TOURNAMENT INFRASTRUCTURE

been identified in those areas. However, France clarifies that the extensive and widespread network of medical facilities in France would ensure all Team Bases are in close proximity to the required medical facilities. France confirmed that teams would be given priority access to those facilities.

France has advised in its bid that the French Government has introduced special provisions for an event such as RWC 2023 to ensure team medics can provide the necessary care to their teams. This would require all team medics to file a declaration with the OC, after which the TMD would facilitate the remainder of the process. As long as teams comply with this process, the proposal states that any team medics may freely practice medicine during the tournament in France.

France details its extensive research into player safety and care and while World Rugby believes some of the provided statistical information to be inaccurate, it is noted that, importantly, France has put in place World Rugby's Head Injury Assessment protocols in all current professional domestic competitions and concentrates its efforts in improving player safety at all levels of the game. This suggests that the FFR would cooperate with World Rugby regarding the implementation of the required player welfare standards at the time of the tournament.

While RWCL acknowledges that France has committed to providing an outstanding tournament medical programme, and has a structure in place that could achieve that, there remains a few gaps, and as such, further information and discussion would be required to provide additional comfort to RWCL that France would deliver the tournament medical programme to the standards required.



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## ANTI-DOPING

France has in place legislation in Articles L.232-1 to L.241-10 of the Sporting Code to support the fight against doping in the country. The proposal clarifies that, running concurrently with the World Rugby Anti-Doping Rules, it is considered a criminal offence under French law to use, hold or sell narcotics or illegal drugs, and legal action may be taken accordingly. There is therefore some element of risk here; however, France also states that this would have no impact on RWC 2023 as a tournament, including the participating teams. Furthermore, it commits to no team or Union being punishable should a player be found in violation of anti-doping rules, and while RWCL did not specifically request government commitment at this stage, France has not provided any official government documentation to support this statement and therefore this could pose a risk to the tournament and participating teams.

The French Anti-Doping Agency (AFLD) is an independent body which runs all anti-doping testing in sport in France. The UNESCO Convention was signed in 2005 in France and ratified by law by the French National Assembly and Senate in 2007. As a result, the French Government committed to complying with the WADA Code and made the necessary adjustments in its system to ensure this. In 2016 WADA confirmed that France is fully compliant with the WADA Code.

The bid confirms that there are no obstacles which would hinder the implementation of World Rugby's anti-doping programme at RWC 2023.

The AFLD certifies Doping Control Officers (DCOs) and Blood Collection Officers (BCOs) however does not employ them or any chaperones. AFLD contracts the required personnel on a one-off basis. The number of authorised DCOs that the AFLD would be able to provide is sufficient for a RWC however the bid states that the recruitment and training of chaperones would be the responsibility of the event organiser, the Local Organising Committee. Currently, the FFR has trained 57 chaperones who are assigned to PROD2 and TOP14 matches.

The AFLD has an accredited laboratory in France. France has not provided transit times for samples however based on previous experiences in France, World Rugby believes that the tournament requirements would be met.

## MATCH OFFICIALS

The number of 4th, 5th and 6th officials and Timekeepers the FFR currently uses in its international test matches and the EPCR competitions is in excess of the requirements for a RWC, therefore providing confidence that they would be able to meet and exceed RWCL's requirements and the officials appointed would be suitably experienced. The bid states that they would aim to employ officials for RWC 2023 from Tier 2 and Tier 3 unions with the aim of assisting these federations in developing their own programmes for match officials. While this is a noble proposal, World Rugby would need assurance that the standard of officiating at RWC 2023 would not be compromised.

# TOURNAMENT INFRASTRUCTURE

## MATCH MANAGEMENT

France commits to delivering RWC 2023 matches in accordance with the Laws of the Game and Regulations Relating to the Game, as it states it currently does for all international matches.

The bid confirms that match management personnel would be recruited from the FFR, LNR and professional clubs however is not prescriptive as to the level of experience those personnel have. However, through RWCL's knowledge of the various FFR competitions, RWCL believes that the FFR would be able to source and train appropriately experienced match management staff to ensure the RWC 2023 matches are delivered to the required standard.

## JUDICIAL AND INTEGRITY

France confirmed that it has in place a thorough and robust sports betting surveillance system with strict associated regulations. The bid details that it has an agreement in place with the French Online Gambling Regulatory Authority (ARJEL) to monitor sports betting, which allows the FFR to initiate disciplinary action as required. With the bid committing to support the Judicial and Integrity programmes with the resources it has at its disposal, plus the experiences of the FFR and ARJEL in dealing with integrity matters to date, RWCL is confident that France would exceed expectations in this regard. Furthermore, the FFR already provides guides on sports betting to France's professional rugby club players and operators, which also makes reference to World Rugby's Keep Rugby Onside programme, demonstrating a commitment to support the RWC 2023 integrity programme.



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## IRELAND THE SCORE THAT HAS BEEN GIVEN TO IRELAND FOR THE RUGBY SERVICES PROPOSAL IS 3.

The key points that impact the scoring are:

- There is a sophisticated understanding of the requirements of all Rugby Services areas.
- The bid meets all standards expected of RWC 2023 and has a clear focus on the teams and player welfare.
- In the Medical area many of the RWC standards and deliverables are already in place by the IRFU which demonstrates a clear understanding of the requirements.
- There are no key concerns regarding any of the Rugby Services areas and with many of the key deliverables already in place in Ireland, there is time to build on this further to exceed the required standards for RWC 2023.

### EVALUATION DETAIL

#### MEDICAL

The RWC 2023 medical programme would be delivered through collaboration with and support from the government, through the Health Services Executive (HSE) and National Health Service (NHS) in the Republic of Ireland and Northern Ireland respectively, and through the hospital network across the island of Ireland. Consistency of service is of utmost importance to a RWC tournament medical programme and Ireland clarified that the HSE

and NHS have existing close and supportive relationships, are fully supportive of the bid and already have similar services in place, which would all assist in providing a consistent medical service across the tournament. A Medical Advisory Committee (MAC) would be responsible for the delivery of the tournament medical programme, which is a system the IRFU currently implements. Ireland clarified that the MAC is currently chaired by an independent rugby medical expert, with the remaining members representing the four provinces of Ireland, Ireland's national team, the IRFU and Rugby Players Ireland. In addition to this, they clarified that a medical subcommittee formed of rugby and major event medical expertise would be established to support the MAC. This all provides confidence that the appropriate personnel would be appointed who would clearly understand the requirements of the tournament medical programme. By stating that Ireland would provide a "best in class medical service" at RWC 2023 this provides further assurances that Ireland would deliver the programme against the World Rugby player welfare standards implemented at the time of the tournament.

In particular, Ireland has detailed its match day medical provisions for teams which meet the standard delivered at RWC 2015, which is now what RWCL considers the benchmark for a RWC medical programme. Also, it was clarified that most venues' incumbent medical teams are familiar with providing medical care to rugby players and, where required, additional training would be provided to meet World Rugby standards.

While the preference is for all team medics to be

## TOURNAMENT INFRASTRUCTURE

temporarily registered in Ireland for the tournament, this process would not restrict any team medics' ability to provide care to their team members, and, as clarified, it would be unlikely Participating Unions would incur any costs in this process.

Furthermore, the IRFU has provided explanations as to how it currently implements all mandatory and recommended World Rugby player welfare guidelines and standards with respect to its national teams, elite provincial rugby teams and elite competitions and matches, which demonstrates a commitment to player welfare and best practice standards.

Within the clarification questions and responses, travel distances to hospitals from the proposed team bases and match venues are outlined. There is a concern that many of the identified hospitals are far from the proposed team bases or match venues (between 20 – 105 minutes). The Medical Functional Area would need to work closely with Team Services to find appropriate solutions for any urgent and/or emergency hospital care required. The bid has however confirmed that teams would receive priority access to hospitals and specialists.

Overall, the bid demonstrates a solid understanding of the current World Rugby player welfare guidelines and standards and puts player welfare and providing optimal environments for the teams to prepare as the priorities of the tournament medical programme. The IRFU has provided sufficient evidence to suggest that it would deliver the RWC 2023 tournament medical programme to the required standard.



### ANTI-DOPING

Sport Ireland is the organisation that manages anti-doping and sport integrity matters across the island of Ireland. The bid states that The Sport Ireland Act 2015 adopts the WADA code and UNESCO Convention, that Sport Ireland would fully support the RWC 2023 anti-doping programme and that there would be no legislation or other impediments in place to prevent the implementation of the World Rugby Anti-Doping programme and regulations prior to and during the tournament.

Sport Ireland is also the National Anti-Doping Organisation (NADO) for the island of Ireland. The NADO is confident the total number of Doping Control Officers (DCOs) and Chaperones currently contracted is sufficient for the delivery of a RWC anti-doping programme. Ireland clarified that Sport Ireland currently uses six Blood Collection Officers (BCOs) and has advised that there is scope for additional doping control staff to be trained and deployed for RWC 2023 as required. Ireland has committed to training and accrediting sample collection personnel in any required geographical region.

While there is no WADA accredited laboratory in Ireland, Sport Ireland contracts with the WADA accredited

laboratory in Cologne, Germany. The bid also highlights that the nearest WADA accredited laboratory is Kings College, London. The transit times indicated in the bid for samples to Cologne and London are suitable against the current RWC Anti-Doping programme standards. The proposal provides confidence that Ireland would deliver a RWC 2023 anti-doping programme to the standards required.

### MATCH OFFICIALS

Based on the information provided in the bid, the IRFU has a sufficient number of appropriately trained and experienced 4th and 5th officials and Timekeepers for a RWC as they regularly appoint these positions from the national panel for Six Nations, EPCR competitions, Guinness Pro 14 and British and Irish Cup matches.

RWCL has no concerns over the IRFU's ability to appoint qualified officials to each RWC 2023 match.

### MATCH MANAGEMENT

The bid confirmed that all RWC 2023 matches would be delivered in accordance with the Laws of the Game and Regulations Relating to the Game and has, and would be able to recruit additional, suitable match management personnel to operationally deliver the matches.

The extensive match delivery experience detailed in the bid, provides confidence Ireland would delivery operationally excellent RWC 2023 matches.

### JUDICIAL AND INTEGRITY

The IRFU and Government committed to fully supporting all Judicial and Integrity Programmes, including the provision of the required match venue and hearing facilities, as required by RWCL and World Rugby Regulations Relating to the Game. Additionally, Ireland has committed to ensuring all staff and volunteers appointed by the OC would be required to complete the World Rugby 'Keep Rugby Onside' passport to ensure the integrity of the tournament.

The commitments in this area exceed the standard of RWC as RWCL does not typically require an OC to formally enforce the completion of the integrity programme module on its staff and volunteers. RWCL welcomes this initiative.



## SOUTH AFRICA THE SCORE THAT HAS BEEN GIVEN TO SOUTH AFRICA FOR THE RUGBY SERVICES PROPOSAL IS 3.

- The key points that impact the scoring are:
- There is a sophisticated understanding of the tournament and all of the Rugby Services areas.
  - There is a clear focus on player welfare and excellent match operations.
  - In the Medical area many of the RWC standards and deliverables are already in place by SAR and reflect current best practice.
  - South Africa has the personnel available to deliver operationally excellent matches with respect to Match Management and Match Officials.
  - There are no concerns in any of the Rugby Services areas and, with a good base already in place, there is time available to exceed the standards required for RWC 2023.

### EVALUATION DETAIL

#### MEDICAL

The bid provides an overview of the medical system in place in South Africa, which comprises three major private healthcare providers in addition to the public healthcare system. South Africa has clarified that it commits to providing a consistent and high-quality medical service to all teams participating in RWC 2023 and that this is already being achieved in all host cities for international visiting teams. South Africa has clarified that the medical functional area would engage with existing medical managers in each of the rugby unions that would host RWC 2023 matches. In addition to this, the SA Rugby Medical Advisory Board, comprised of international experts in their fields, would also be available for consultation when required. The qualifications and specialities of these experts is varied, including rugby medical experts and sports physicians, and would therefore service and guide the tournament medical programme.

The bid states that SA Rugby would utilise the Area Medical Officers (AMOs) already experienced at test match, Super Rugby and Currie Cup level and that all Match Day Doctors in those current competitions are World Rugby Level 2 ICIR certified. In addition to this, the emergency services that South Africa plan to contract are also experienced in providing services to most elite level matches in South Africa, with a focus on training paramedic staff in rugby-specific injuries and the relevant World Rugby courses. The structures and services already operational in South Africa provide comfort that the required standards and requirements could be delivered. It also provides an opportunity to hone those services in the years leading into RWC 2023, ensuring a consistent service can be

provided, and one that visiting teams are already familiar with. South Africa has also detailed the non-match day care that teams would be provided with, including a kit of parts and paramedic services, available on site at all team training sessions, the latter of which exceeds the standards required by RWCL.

In the clarifications, South Africa has advised that the nearest hospitals to match venues would be a maximum of 13 minutes away (calculated in peak hour traffic) and a maximum of 17 minutes (with the exception of one facility which would be 1 hr away) from team bases which would meet the requirements.

The bid confirms that there would be no requirement to make any regulatory arrangements for team medics to provide care to their teams.

In terms of its current practices, South Africa confirms that it complies with all World Rugby player welfare standards, including Head Injury Assessment protocols at the elite level, and ensures that all national, Super Rugby and Currie Cup team doctors and physiotherapists, and Match Day Doctors are World Rugby Level 2 ICIR trained and certified, which demonstrates the commitment to ensuring player welfare and best practice. South Africa is delivering tournament medical programmes for international rugby at a level equivalent to the standard required for RWC. They have committed to delivering this level for RWC 2023 and have time to develop the structures and exceed the standard, if awarded the tournament.



# TOURNAMENT INFRASTRUCTURE

## ANTI-DOPING

The South African Institute for Drug-Free Sport (SAIDS) is the government-funded NADO responsible for all anti-doping activity in South Africa. South Africa has confirmed in its bid that SAIDS is a WADA code-compliant NADO which complies with World Rugby Regulation 21 in conjunction with SA Rugby.

Through the Parliamentary Act No.14 of 1997, South Africa has implemented the requirements of the UNESCO Convention into its national legislation. The bid confirms that no legislation or other impediments would prevent the implementation of World Rugby's anti-doping programme for RWC 2023.

Rather than having a separate pool of chaperones, SAIDS currently uses trained Doping Control Officers (DCOs) for sample collection. The number of trained DCOs and Blood Collection Officers (BCOs) that SAIDS contracts fulfils the requirements of a RWC. South Africa has clarified and provided a quote from SAIDS committing to the recruitment and training of additional chaperones if required, including that any costs incurred as a result of such additional requirements would be met by SAIDS. South Africa has outlined that, at the time of bid submission, accreditation for the South African Doping Control Laboratory in

Bloemfontein is currently under WADA review, it also noted that this is as per standard practice and that the laboratory is confident of regaining accreditation by the end of 2017. This can be perceived as a low risk for World Rugby and RWCL, and World Rugby notes WADA's statement revoking accreditation of the Bloemfontein laboratory. However, World Rugby is confident the accreditation will be confirmed well before RWC 2023 is due to take place. Additionally, daily flights to the next nearest laboratories in Qatar, Belgium and Germany would enable a 24-hour transit time, which would ensure RWC requirements are still met even if there was an issue with Bloemfontein.

RWCL has no concerns over the ability to implement the tournament anti-doping programme in South Africa in 2023, however confirmation of South Africa's laboratory accreditation would provide additional assurances and likely would result in a more efficient operation as expected of an international major sports event.

## MATCH OFFICIALS

The South Africa 2023 bid provides details of the number of trained and registered match officials, including 4th, 5th and 6th officials and Timekeepers. The overall number of registered 4th, 5th and 6th officials and Timekeepers far exceeds the number required for a RWC. All provincial host unions have ample numbers of officials to fulfil the roles required in their respective match venues, which would assist in minimising travel and accommodation costs. These officials regularly officiate in the Super Rugby and Currie Cup competitions. The proposal explained that tournament specific training would be provided to appointed officials, in addition to exposing them to various additional match experiences in the two years prior to the tournament, including the 2021 British & Irish Lions Tour to South Africa.

## MATCH MANAGEMENT

Through its experiences in the SANZAAR competitions, South Africa has explained that all matches in these competitions are delivered in accordance with the Laws of the Game.

The bid states that SA Rugby has a sufficient number of trained match management personnel to exceed tournament requirements. SA Rugby would use the match management personnel who regularly perform their roles at international test and Super Rugby matches. There are no concerns over South Africa's ability to deliver RWC 2023 matches in line with the Laws and Regulations and to the required standards. South Africa has the potential to exceed World Rugby expectations in this area given the quality of existing trained personnel and the opportunities and time for further development.

## JUDICIAL AND INTEGRITY

South Africa has confirmed that it would support the RWC 2023 Judicial and Integrity programmes as required by RWCL and the World Rugby Regulations Relating to the Game. In addition, the bid states that this would be enforceable through various contracts, service level agreements and training programmes. The LOC and various government/law agencies would also work closely with the Integrity function of RWCL. The approach outlined by South Africa meets the standards.



# TOURNAMENT INFRASTRUCTURE

## MARKETING, PROMOTION AND TICKETING WEIGHTED SCORING COMPARATIVE



AREA	WEIGHTING	DETAILED AREA OF EVALUATION	SUB	FRANCE		IRELAND		SOUTH AFRICA	
				SCORE	WEIGHTED	SCORE	WEIGHTED	SCORE	WEIGHTED
<b>TOURNAMENT INFRASTRUCTURE</b>									
<i>TOURNAMENT SERVICES</i>									
<i>RUGBY SERVICES</i>	20%	6. Bid provides evidence that the ticketing strategy will maximise venue capacity and marketing and promotion strategy will maximise national and international engagement.	20%	3.5	17.5%	3.5	17.5%	3.5	17.5%
<b>MARKETING, PROMOTION AND TICKETING</b>									

### SCORING NOTES FOR RUGBY SERVICES

4	3	2	1	0
Bid articulates a strong and well established existing domestic fan base that can be mobilised for the event. In addition, the bid articulates a compelling approach to mobilising non-fans in the domestic territory. A strong and feasible approach to attracting an international audience is also described. Based on the above, RWCL has good confidence that the articulated ticketing price points are achievable. RWCL have strong confidence that, if implemented, the ticketing strategy will meet or exceed attendance and revenue targets.		Bid articulates a good existing domestic fan base that can be mobilised for the event. The bid articulates a feasible approach to mobilising non-fans in the domestic territory. The bid recognises the importance of attracting international spectators and articulates a targeted approach to achieving this. Based on the above, RWCL has adequate confidence that the articulated ticketing price points are achievable. RWCL have good confidence that, if implemented, the ticketing strategy will meet attendance and revenue targets - however, this is heavily reliant on engaging new domestic and international audiences.	Bid articulates a lower than average existing domestic fan base that can be mobilised for the event. As a result, the bid will be heavily reliant on mobilising a domestic non-fan base and an international fan-base. The marketing approach is adequate, however RWCL has lower confidence that the ticketing price points described are achievable. RWCL have lower confidence that, if implemented, the ticketing strategy will meet attendance and revenue targets in all host cities.	Bid articulates a lower than average existing domestic fan base that can be mobilised for the event and fails to adequately describe how it will mobilise a domestic non-fan base and international audience. RWCL has low confidence that the ticketing price points described are achievable. RWCL has low confidence that, if implemented, the ticketing strategy will meet attendance and revenue targets.



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RWC 2023  
FUNCTIONAL AREA  
EVALUATION

## FRANCE

### THE SCORE THAT HAS BEEN GIVEN TO FRANCE FOR THE TICKETING SECTION IS 3.5

The key points that impact the scoring are:

- The bid outlines a very comprehensive ticketing strategy, including detailed pricing and sales forecasts and simulations.
- The positive experience from the RWC 2007 and UEFA EURO 2016 provides a high level of confidence that ticketing objectives, revenues and attendance targets can be met.
- France has a strong and well-established support base for rugby, and the ticketing strategy proposes to build on this through increased domestic and international interest.
- Plans to sell and distribute tickets through other Member Unions of World Rugby would need to be discussed in detail should France be awarded the right to stage RWC 2023 (and would be subject to RWCL approval).
- Some risk exists that the hosting of the Paris 2024 Olympic and Paralympic Games will adversely impact ticket sales - it should be noted that 49% of total ticket sales turnover is projected to derive from the matches at the Stade de France.
- It should also be noted that the Tournament Fee position for France (positioned within the Tournament Budget) increases reliance and dependency on ticket sales revenues.

### EVALUATION DETAIL OVERVIEW

As noted elsewhere in this report, France is a regular host of major international events, including Rugby World Cup 2007 and the recent UEFA EURO 2016 championships. This provides strong data on the potential of the French ticketing market for RWC 2023. However, the French bid emphasises the need to use RWC 2023 to expand the support base for rugby beyond its current and traditional position, and to attract new supporters and participants throughout the entire country.

In addition to the ticketing strategy, the marketing and promotional strategy proposed in the French bid focuses on the spectator experience (through the use of extensive entertainment and ceremonies), and on reaching an audience beyond those who normally attend sporting events. The host cities form an important part of the marketing strategy.

The French bid proposes a tournament for all of France, which will provide a point of difference with the Paris 2024 Olympic and Paralympic Games. With nine match venues located throughout France, each with strong event hosting experience, this strategy is compelling – 87% of the French population are located less than two hours away from a match venue. From a ticketing perspective, the French bid includes a number of ticketing products to drive maximum interest, including team packages, venue packages and group purchasing options.

With regard to the mobilisation of international support, the French bid highlights the central location of France and ease of travel, particularly from the other rugby-

## TOURNAMENT INFRASTRUCTURE

supporting nations in Europe. The strong international ticket sales for RWC 2007 (and UEFA EURO 2016) support this proposition. France has also engaged legal advice to confirm the regulatory and competition law compliance of the proposals. In its bid submission, France proposes a sales timeframe commencing two years prior to the tournament, in September 2021. This would require the Pool Draw to be held in May 2021, consistent with equivalent timing for RWC 2019. This is shown below:



Importantly, the French bid includes a ticket resale platform, ensuring that consumers can resell tickets that they either no longer require or can no longer use. This assists in the minimisation of unauthorised secondary market activity, and provides maximum consumer flexibility. In addition, the resale platform provides an additional revenue opportunity which is estimated at £3.4 million (based on maximum and minimum resale prices, and a dynamic pricing approach). The ability for ticket purchasers to choose to add cancellation insurance to their ticket is also proposed.



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## PRICING AND TICKET CATEGORISATION STRATEGY

With extensive major event hosting experience and a well-developed ticketing economy, the French bid is able to propose an innovative and sophisticated approach to ticket pricing. This includes dynamic pricing, in which the ticket pricing can rise and fall within defined parameters depending on demand (within the defined sales phases and customer groups). This approach allows ticket revenues to be optimised.

The other area of revenue optimisation is category variability, where the ticket categorisation across each venue is flexed depending on demand. This is an approach well utilised in RWC 2015 and other major events, and the French match venues have experience of this practice. Five ticket categories are proposed for use across the tournament (Gold, Cat 1, Cat 2, Cat 3, Cat 4), with Category 4 prices targeted at a very affordable level:

	OLD CAT	CAT 1	CAT 2	CAT 3	CAT 4
Opening match	€480 (£417)	€380 (£330)	€275 (£239)	€170 (£148)	€95 (£83)
Game class A	€430 (£374)	€300 (£261)	€210 (£183)	€135 (£117)	€75 (£65)
Game class B	€338 (£294)	€240 (£209)	€170 (£148)	€90 (£78)	€50 (£43)
Game class C	€300 (£261)	€220 (£191)	€150 (£130)	€80 (£70)	€50 (£43)
Game class D	€220 (£191)	€145 (£126)	€90 (£78)	€60 (£52)	€35 (£30)
Game class E	€150 (£130)	€120 (£104)	€70 (£61)	€45 (£39)	€25 (£22)
Game class F	€85 (£74)	€65 (£57)	€40 (£35)	€25 (£22)	€14 (£12)
Quarter-final	€338 (£294)	€240 (£209)	€170 (£148)	€90 (£78)	€50 (£43)
Semi-final	€700 (£609)	€500 (£435)	€300 (£261)	€190 (£165)	€95 (£83)
Bronze final	€220 (£191)	€145 (£126)	€90 (£78)	€60 (£52)	€35 (£30)
Final	€900 (£783)	€650 (£565)	€450 (£391)	€200 (£174)	€100 (£87)

Together, these elements provide a revenue management policy based on a continuous analysis of demand, by match, by ticket category, and by price.

As detailed in the commercial analysis later in this evaluation report, France has also committed to purchase the corporate hospitality rights (and travel programme rights) from RWCL – this will allow the full remit of ticket products to be available from the organising committee, again allowing sales and revenue optimisation.

This approach to pricing and categorisation requires sophisticated ticketing systems, and the French bid proposes a centralised ticketing system developed for the organising committee.

Understandably, the French bid suggests that e-tickets will be well-established and possibly universal for major events by 2023. This approach therefore creates cost savings against paper tickets, as well as enhanced resale opportunities.

# TOURNAMENT INFRASTRUCTURE

## FORECASTED SALES

The French bid includes projected ticket sales at 94% of total ticket availability, resulting in sales of 2,327,969 tickets (or an average attendance of 48,500 per match). This is based on an average 4% seat kills at each venue (i.e., non-saleable seats resulting from match, commercial, media and broadcast operations). This would be considered to be a very aggressive number, as RWCL would ordinarily commence planning on the basis of 10% seat kills and work to better such position. However, the ultra-modern stadiums proposed in the French bid are likely to support a lower than “normal” starting position in this regard.

The overall sales forecast of 94% of capacity is supported by sales at RWC 2007, and the recent UEFA EURO 2016 event held in France (and benchmarks favourably against RWC 2015 in England). The FFR also regularly achieve similarly high attendance rates at both 6 Nations matches and the November international matches.

The French bid includes an exceptionally detailed simulation of sales for every match, by category and price, and therefore provides a high level of confidence in the numbers provided.



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## IRELAND THE SCORE THAT HAS BEEN GIVEN TO IRELAND FOR THE TICKETING SECTION IS 3.5.

The key points that impact the scoring are:

- This is a well-considered ticketing strategy, which has been developed in conjunction with appropriate major event ticketing expertise.
- The Irish bid makes prudent assumptions regarding stadium capacities, saleable seats and therefore forecasted ticket sales, which would provide a high level of confidence in terms of execution.
- Ireland has a very strong domestic support base for rugby and regularly welcomes large international audiences for matches, which also provides a high level of confidence that attendances can be maximised.
- As the Tournament Fee is to be paid by the Government, pressure on the Tournament Budget and therefore reliance on ticketing revenues is relieved.

### EVALUATION DETAIL

#### OVERVIEW

Ireland has a very strong existing rugby support base, and is a popular destination for travelling rugby fans. The ticketing strategy was developed with a consultant that has worked extensively on previous RWC's and other major events such as the London 2012 Olympics, IAAF World Athletics Championships and Tokyo 2020.

The Irish bids sets out a plan to market Ireland as an attractive destination and to target different groups with specific communications, including:

- The Irish at home
- The Irish diaspora overseas
- UK mainland
- France and mainland Europe
- North America
- SANZAAR supporters; and
- World travellers

Ireland's bid proposes a phased sales approach from 2022, with segmented marketing by customer group and location to maximise sales and attendance.

Importantly, the Irish bid includes a ticket resale platform, ensuring that consumers can resell any tickets that they either no longer require or can no longer use. This assists in the minimisation of unauthorised secondary market activity, and provides maximum consumer flexibility.

#### PRICING AND TICKET CATEGORISATION STRATEGY

Ireland's bid includes ticket pricing based on rugby and other events in Ireland, as well as pricing for previous RWCs and other major international events. Given the involvement of major international event expertise in developing the ticketing strategy, RWCL has confidence that the prices forecast are achievable.

The focus of Ireland's pricing is affordable and accessible tickets, whilst recognising that certain matches – particularly Ireland's matches and the knock-out stages – are key in driving the tournament's financial model. This is a sound approach, proven at previous RWC's to maximise attendances across the tournament when combined with the right marketing programme.

As detailed in the commercial analysis later in this evaluation report, the Irish bid also includes the purchase of the corporate hospitality rights and travel programme rights from RWCL, which will allow the full remit of ticket products to be available from the organising committee to maximise marketing impact and give customers wider choice.

The Irish bid proposes a centralised ticketing system developed for the organising committee.



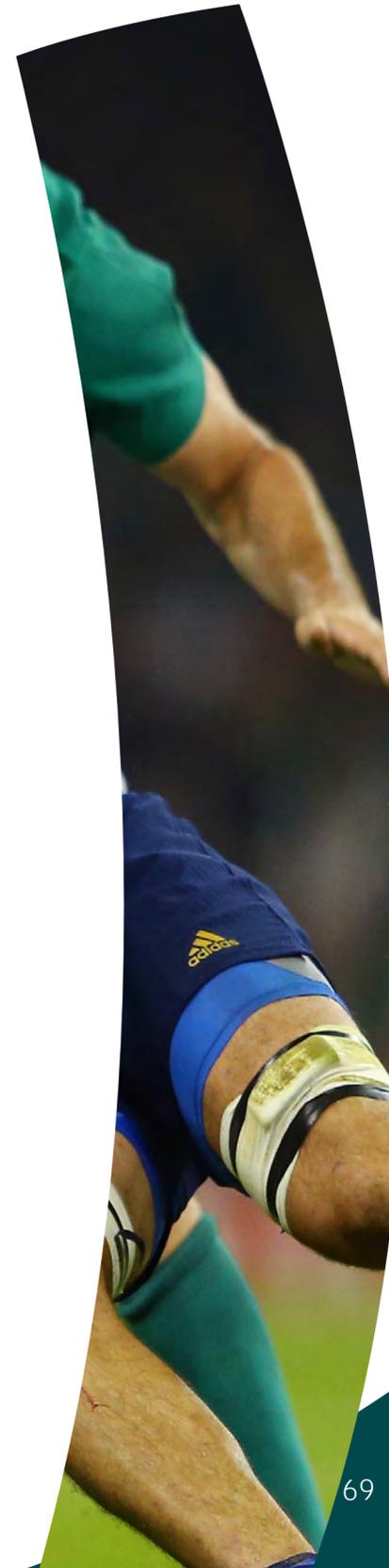
### FORECASTED SALES

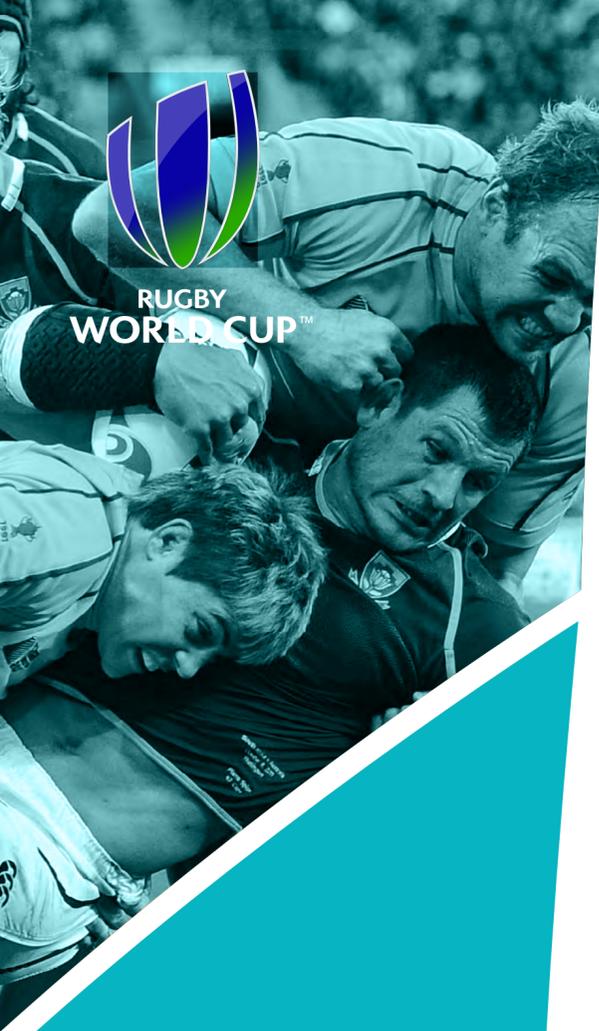
The eight match venues included in Ireland's bid have a gross capacity of 2.2 million. Taking into account stadium reconfigurations and seat kills (non-saleable seats) of 10%, Ireland project 2 million tickets available. Based on projected sales of 90% of the available tickets, the Irish bid forecasts sales of 1,631,594 tickets. Ireland's bid recognises that this figure is prudent and potentially conservative.

On the ticket sales projected, Ireland will achieve revenues of €250 million. However, sales at full capacity of available seats will drive revenues in excess of €280 million.

Ireland have strong attendance across domestic, cross-border and international rugby, with a rugby supporter base that is matched only by New Zealand in percentage of population. Research therefore supports the attendance forecasts included in Ireland's bid.

The Government of Ireland and the Northern Ireland Executive are committed through their various guarantees (public sector guarantees) to deliver the necessary measures to protect the tournament ticketing programme.





## SOUTH AFRICA

### THE SCORE THAT HAS BEEN GIVEN TO SOUTH AFRICA FOR THE TICKETING SECTION IS 3.5

The key points that impact the scoring are:

- The bid outlines a very comprehensive ticketing strategy, including detailed pricing and sales forecasts.
- The South African bid is based on sophisticated market sizing research, detailed analysis of ticket allocations by stakeholder group from previous RWCs, and pricing data from FIFA World Cup 2010 in South Africa.
- Rugby has a strong existing support base in South Africa and the research provided supports the projections provided in attendances and revenues.
- The proposal in this section provides RWCL with a high level of confidence that, if implemented, the ticketing strategy will meet the attendance and revenue targets included.

Given the (large) capacity of the venues included in South Africa's bid, achieving the forecasted sales presents some risk - the total attendance and average per match is forecast to exceed all previous tournaments. Given the Tournament Fee position (paid by the South African Government), this does not however present a financial risk, but a concern regarding full stadia at less popular matches

## EVALUATION DETAIL

### OVERVIEW

The ticketing, marketing and promotion strategy included in the South African bid proposes an approach based on the strength of the existing domestic rugby support base, as well as expanding that support base, and attracting international visitors to the tournament.

As the Tournament Fee is to be paid by the South African Government, the proposed approach focusses on attendance at the matches rather than primarily pursuing revenue generation. This results in a detailed but conservative ticketing programme model based on 91% of capacity (adjusted for seat kills and non-saleable operational seats). The projected overall tournament attendance is 2.91 million, which would significantly surpass the current records from RWC 2015.

South Africa have suggested that the ticketing strategy proposed has been designed to ensure the right balance of income generation and high attendance, taking into account National Government requirements for a tournament that is accessible to all South Africans, and this is reflected in the ticket prices. This supports SA Rugby's drive to broaden its playing and support base.

The South African bid confirms that there are no competition and regulatory regulations that would impact on the proposed ticketing strategy.

In its bid submission, South Africa proposes multiple stages of marketing and ticket release to different constituent groups:

- January 2022: release of tickets for travelling fans' packages
- February 2022: release of tickets for hospitality
- February 2022: commencement of order processes to RWCL stakeholders
- April-June 2022: release of tickets to SA Rugby, host city and match venue stakeholders
- August 2022: release of tickets for domestic ticket sales through phase 1 of the online lottery
- October 2022: release of tickets for general ticket sales through phase 2 of the online lottery
- March 2023: release of the balance of tickets for online sales

These groups and timings are broadly consistent with previous RWC's.



### PRICING AND TICKET CATEGORISATION STRATEGY

The South African bid includes detailed modelling on ticket pricing, including ticket prices benchmarked against RWC 2011, RWC 2015 and the FIFA World Cup 2010. This leads to a pricing strategy that maximises income from the highest-interest matches, with attendance maximised by affordable pricing at all other matches. Ticket prices for the nine highest-interest matches (opening match, four quarter-finals, two semi-finals, bronze final, and the final), are benchmarked and set at international major event prices, thereby maximising income. These matches generate 70% of ticket revenue.

South Africa propose four categories of tickets, similar to RWC 2015, with the number and location of tickets per price band variable according to demand.

The proposed model is based on a specified draft match schedule that optimises revenue and attendance.

Due to the large capacity of the proposed match venues, attendance for many pool matches has been prioritised ahead of income generation. These tickets are conservatively priced at between 60% and 75% less

than comparable tickets at RWC 2015. South Africa has conservatively forecast attendance for all pool matches at an average of 89% of capacity.

As detailed in the commercial analysis later in this evaluation report, South Africa has also committed to purchase the corporate hospitality rights and travel programme rights from RWCL, which will allow the full remit of ticket products to be available from the organising committee.

South Africa's bid recognises the need for a proven and experienced ticketing system and service provider, and has identified a number of possible suppliers in this regard.

### FORECASTED SALES

The forecasts are supported by data from the hosting of FIFA World Cup 2010, which achieved total attendances of 3.18 million (or an average attendance of 49,669). The eight match venues proposed in the South African bid have all supported such attendances previously and are located in the most populous cities and regions in the country.

Notwithstanding the forecast, South Africa's bid includes the objective of achieving attendance in excess of 95% of capacity, which would result in attendance of 2.77 million or more.





RWC 2023  
FUNCTIONAL AREA EVALUATION  
TOURNAMENT, ORGANISATION & SCHEDULE





# TOURNAMENT, ORGANISATION & SCHEDULE

## WEIGHTED SCORING COMPARATIVE



AREA	WEIGHTING	DETAILED AREA OF EVALUATION	SUB	FRANCE		IRELAND		SOUTH AFRICA	
				SCORE	WEIGHTED	SCORE	WEIGHTED	SCORE	WEIGHTED
<b>TOURNAMENT, ORGANISATION &amp; SCHEDULE</b>		1. Bid ensures that the hosting agreement will be signed by a legal entity that can be responsible for organising the Rugby World Cup and will ensure compliance with the hosting agreements.	50%	3	37.5%	3	37.5%	3	37.5%
<i>CONTRACTING PARTY, RESPONSIBILITY FOR DELIVERY AND TOURNAMENT ORGANISATION</i>	5%	2. Bid presents a proposed Local Organising Structure that is deemed, at this stage, to be of the right capability and structure to organise an event of the stature of the Rugby World Cup.	25%	3	18.75%	3	18.75%	3	18.75%
<i>OTHER MAJOR EVENTS</i>									
<i>TOURNAMENT DATES AND SCHEDULE</i>			3. Bid demonstrates that the host nation has substantial experience in hosting major events of a similar stature, that no other event will impact RWC 2023 and confirms the tournament window.	25%	3	18.75%	2	12.5%	3.5
<b>TOTAL</b>			<b>5%</b>	<b>3.75%</b>		<b>3.44%</b>		<b>3.91%</b>	



# TOURNAMENT, ORGANISATION & SCHEDULE

## SCORING NOTES

1. Bid ensures that the hosting agreement will be signed by a legal entity that can be responsible for organising the Rugby World Cup and will ensure compliance with the hosting agreements.

4	3	2	1	0
<p>Bid explains which legal entity will sign the hosting agreement and provides RWCL with sufficient information that the legal entity currently exists. The bid also provides RWCL with a high level of confidence as to how compliance with the hosting agreement will be guaranteed and that the signing party is appropriately empowered to ensure performance.</p> <p>Host has made clear its plan for the formation of a LOC which will be established within 90 days of the award date and that it will be appropriately empowered to ensure performance.</p>	<p>Bid explains which legal entity will sign the hosting agreement and confirms the entity will be set up by the time of the hosting decision. The bid also provides RWCL with the required minimum level of confidence as to how compliance with the hosting agreements will be guaranteed.</p> <p>Host has made clear its plan for the formation of a LOC which will be established within 90 days of the award date and that it will be appropriately empowered to ensure performance.</p>	<p>Bid makes a commitment to which legal entity will sign the hosting agreement, but it is not clear exactly how it will ensure compliance with the hosting agreements.</p> <p>Host has not made clear its plan for the formation of a LOC which will be established within 90 days of the award date or does not give sufficient evidence that it will be appropriately empowered to ensure performance.</p>	<p>No information provided or bid states that no legal entity will sign the hosting agreement.</p>	

2. Bid presents a proposed Local Organising Structure that is deemed, at this stage, to be of the right capability and structure to organise an event of the stature of the Rugby World Cup.

4	3	2	1	0
<p>Bid presents a comprehensive organisation structure that integrates appropriately empowered delivery agencies.</p> <p>Bid presents a comprehensive Local Organising Committee structure that delivers all required functions.</p>	<p>Bid presents a comprehensive organisation structure that integrates appropriately empowered delivery agencies.</p> <p>There are some potential gaps in the Local Organising Committee structure that the bid presents.</p>	<p>Bid presents an organisation structure that raises questions about how the appropriately empowered delivery agencies are integrated.</p> <p>There are some potential gaps in the Local Organising Committee structure that the bid presents.</p>	<p>Insufficient information provided.</p>	



3. Bid demonstrates that the host nation has substantial experience in hosting major events of a similar stature, that no other event will impact RWC 2023 and confirms the tournament window.

4

Bid demonstrates exceptional experience in hosting major events. This is evidenced by including details of the bidding nation's experience in hosting a large number of high profile events that are similar in scale to Rugby World Cup. The bid builds on this by evidencing how the staging of Rugby World Cup will be enhanced by this experience (E.g. by a commitment to including key personnel from other major events in the Rugby World Cup LOC).

Bid articulates an event schedule which sits within the tournament window, is acceptable to RWCL, will appear balanced and fair to all competitors and does not have any adverse restrictions on kick off times. Additionally, the event schedule will not be adversely impacted by other major events in the region. This is evidenced by the fact that there are no other comparable major events taking place in the 12 months preceding or 12 months after the proposed schedule, or through appropriate mitigation that any conflicting events will not impact on RWC2023.

3

Bid demonstrates a good level of experience in hosting major events. This is evidenced by including details of the bidding nation's experience in hosting a number of high profile events that are similar in scale to Rugby World Cup.

Bid articulates an event schedule which sits within the tournament window, is acceptable to RWC and will appear balanced and fair to all competitors. There are some restrictions on kick off times but these will not impact the success of the tournament. Additionally, the event schedule will not be adversely impacted by other major events in the region. This is evidenced by the fact that there are no other comparable major events taking place in the 12 months preceding or 12 months after the proposed schedule, or through appropriate mitigation that any conflicting events will not impact on RWC2023.

2

Bid demonstrates an acceptable level of experience in hosting major events. This is evidenced by including details of the bidding nation's experience in hosting some high profile events, at least one of which is similar in scale to Rugby World Cup.

Bid articulates an event schedule which sits within the tournament window, is acceptable to RWC and will appear balanced and fair to all competitors. No adverse restrictions on kick off times.

The bid articulates that another major event is taking place in the territory in the 12 months preceding or 12 months after the proposed schedule, but does not provide enough mitigating factors to give RWCL full confidence that RWC 2023 will not be impacted.

1

0

Bid demonstrates evidence of hosting large events, but these events are not on the scale of Rugby World Cup. The bidder does not provide RWCL with enough confidence that they have the necessary experience to successfully host a Rugby World Cup.

Bid does not provide a comprehensive event schedule. RWC lacks confidence that an acceptable event schedule can be delivered and / or there are notable restrictions that will impact scheduling.

Bid articulates that another major event is taking place in the territory in the 12 months preceding or 12 months after the proposed schedule, but does not provide any mitigating solutions to ensure RWC 2023 will not be impacted.



## INTRODUCTION

It is a prerequisite and condition of progressing to the evaluation stage of the host selection process that all candidates signed the Hosting Agreement by 31 July 2017. All three candidates have met this condition as detailed below in this section. Therefore, on award of the tournament hosting by World Rugby Council on November 15, 2017 the Hosting Agreement will be activated by RWCL signature.

Candidates were required to confirm the formation of an appropriate Organising Committee structure, and to confirm the form of such OC, the nature of its corporate structure and resourcing and how it will be appropriately empowered by the candidate. Again, all three candidates have provided acceptable proposals relating to the OC structure and formation.

Given the very significant responsibility of staging RWC 2023, the candidates were required to provide details of their experience in hosting major events of a comparable profile and scale to RWC in the past 10 years. In addition, candidates were asked to provide details of other major events that they will be hosting in the next 10 years, or are bidding to host. This is important in relation to the impact that the hosting of other events could have on the successful staging of RWC 2023.

Candidates were also required to confirm that RWC 2023 could be hosted in the relevant host nations in the specified tournament window in September and October 2023.

Experience has become an increasingly important factor in the successful delivery of the tournament, and a

# TOURNAMENT, ORGANISATION & SCHEDULE

number of challenges currently existing in relation to RWC 2019 in Japan relate to the relative inexperience of the OC in Japan. The experience required to provide confidence that a Rugby World Cup will be successfully delivered manifests itself in a number of ways—experience on the part of the host nation as a whole; experience on the part of key individuals and resources within the OC; and experience of the challenges of major event hosting within venues, cities, local authorities, governmental departments and agencies and other relevant stakeholders. Broadly, the existence of recent major international event experience in a Host/LOC provides World Rugby with a higher level of confidence.

France and South Africa both have significant recent and relevant major event experience as outlined below in this section. Ireland does not have the same level of major event experience and therefore received a lower score in this area.





**FRANCE  
WEIGHTED SCORING**

AREA	WEIGHTING	DETAILED AREA OF EVALUATION	SUB	FRANCE	
				SCORE	WEIGHTED
<b>TOURNAMENT, ORGANISATION &amp; SCHEDULE</b>					
<i>CONTRACTING PARTY, RESPONSIBILITY FOR DELIVERY AND TOURNAMENT ORGANISATION</i>	5%	1. Bid ensures that the hosting agreement will be signed by a legal entity that can be responsible for organising the Rugby World Cup and will ensure compliance with the hosting agreements.	50%	3	37.5%
<i>OTHER MAJOR EVENTS</i>		2. Bid presents a proposed Local Organising Structure that is deemed, at this stage, to be of the right capability and structure to organise an event of the stature of the Rugby World Cup.	25%	3	18.75%
<i>TOURNAMENT DATES AND SCHEDULE</i>		3. Bid demonstrates that the host nation has substantial experience in hosting major events of a similar stature, that no other event will impact RWC 2023 and confirms the tournament window.	25%	3	18.75%

**THE SCORE THAT HAS BEEN AWARDED TO FRANCE FOR SIGNATORY TO THE HOSTING AGREEMENT IS 3 AND THE SCORE AWARDED FOR LOCAL ORGANISING STRUCTURE IS 3.**

The key points that impact the scoring are:

- The French Hosting Agreement (**HA**) was signed and submitted by the deadline of 31st July 2017.
- The HA has been entered into by the Federation Francais de Rugby (FFR). This is the Member Union of World Rugby. The FFR was established in 1919 and is governed under the French law of associations.
- The bid includes full details of the OC structure that the FFR have committed to implement.
- The proposed structure is a Public Interest Grouping (GIP) which would be formed under French law and would consist of the FFR (52%), the French State (47%) and the French Olympic Committee (1%). The

proposed structure of the OC is set out on the next page.

- World Rugby has a high level of confidence that the FFR will comply with its obligations under the Hosting Agreement and that the FFR’s proposed OC structure will deliver the required functions for the successful delivery of RWC 2023.
- France has scored 3 as their bid response meets the host agreement contracting obligations required and has outlined an OC structure that would be of the right capability and structure to organise an event of the stature of the RWC.
- Please note that the guarantees which underpin the French bid are analysed in Section 5 Finance, Commercial and Commitments of the evaluation report.

**THE SCORE AWARDED TO FRANCE FOR ‘OTHER MAJOR EVENTS’ IS 3**

Key points that impact the scoring are:

- France has significant experience hosting similar stature major events and therefore has the experience and capacity to host RWC.
- The bid confirms the tournament window of 8 September to 21 October 2023, although some concerns exist in relation to the impact of domestic and European football competitions (as detailed later).
- France has not scored over 3 due to the potential risk to the tournament by Paris 2024 which could impact both business and operational goals. Acceptable mitigation responses have been received, however the continuing risk of unforeseen impacts of Paris 2024 on RWC 2023 has been recognised.



# TOURNAMENT, ORGANISATION & SCHEDULE

## EVALUATION DETAIL

### LOCAL ORGANISING STRUCTURE

The bid presents a proposed OC that is deemed, at this stage, to be of the right capability and structure to organise an event of the stature of the RWC.

The France bid scores highly in this area due to the proposed Public Interest Group (GIP) structure for the OC. This structure was successfully implemented for RWC 2007 in France and is therefore a proven solution. This structure has been identified as the best model for the for a major event in France.

The French bid confirms that the FFR will hold (i) the majority of shares in the GIP structure (52%); and (ii) the majority of the Board of Directors. The GIP will also include the French State as a shareholder (47%).

The FFR have proposed an OC that includes all required functions. Although not addressed in the functional departments identified as standard by RWCL in Delivery Guide documentation, there are no obvious gaps in the structure proposed, which includes 10 functional departments each headed by proposed specialists.

### OTHER MAJOR EVENTS

The French bid scores highly in this area due to France's significant recent major event hosting experience, including the UEFA EURO 2016 Championships, and RWC 2007. The successful delivery of these comparable events demonstrates France's substantial event hosting capacity and provides World Rugby with a very high level of confidence.

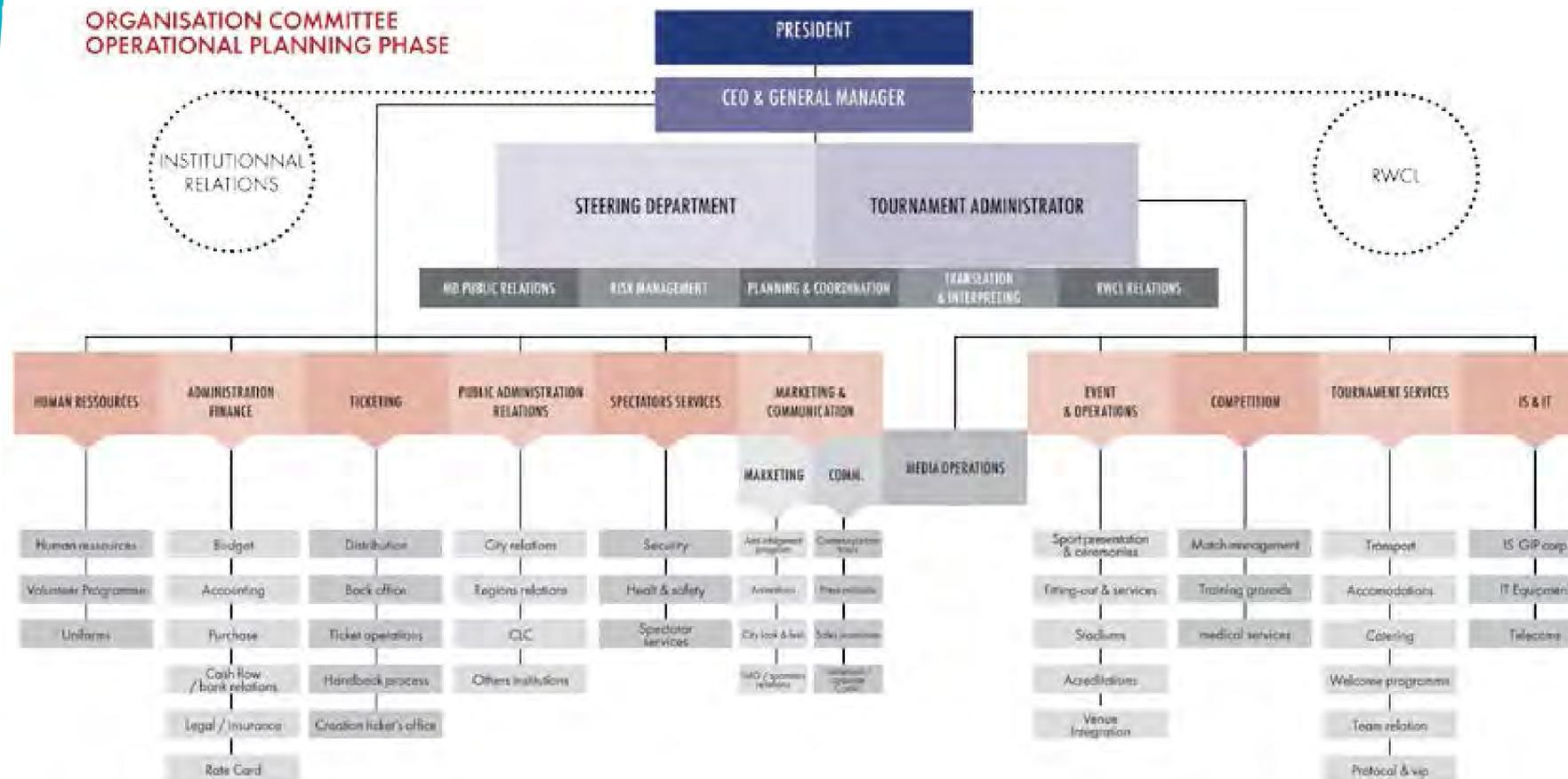
France's bid demonstrates exceptional experience in hosting major events. This is evidenced by the large number of high profile events similar in scale to RWC.

France's bid confirms that the tournament will be hosted in the identified window of 8 September to 21 October 2023, and suggests that this is the optimal time for hosting the event in France. Weather conditions identified are ideal, with confirmation that there were no adverse impacts from weather in a similar event period for RWC 2007.

The bid articulates a well-considered proposed schedule and does not indicate any restrictions on kick-off times (and these were successfully delivered for RWC 2007).

However, there is a possibility that the event schedule may be adversely impacted by other sporting fixtures, and the September / October window may be a challenging period for the Match Venues proposed in France's bid due to the football teams playing in such venues (which are likely to include both French Ligue 1 matches and UEFA Champions League matches in some cases). This situation is likely to create constraints in the match schedule, and

### ORGANISATION COMMITTEE OPERATIONAL PLANNING PHASE



RWC 2023 FUNCTIONAL AREA EVALUATION



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# TOURNAMENT, ORGANISATION & SCHEDULE

may impact the ability of the match schedule to provide the optimum solution for the tournament. Some level of risk therefore exists in this area. However, the proposed match schedule does meet RWCL's requirements.

With regard to events that may impact the successful staging of RWC 2023, Paris has now been awarded the hosting of the Olympic and Paralympic Games in 2024.

The French bid emphasises a number of positive impacts and synergies that arise from the staging of both RWC 2023 and Paris 2024. In World Rugby's view, and based on the current experience of Japan (RWC 2019 hosting preceding the Tokyo 2020 Olympic and Paralympic Games) it is evident that there are potential positive and negative impacts of the hosting of the Olympic and Paralympic Games within twelve months of RWC 2023.

Positive impacts include additional investment in stadiums and related infrastructure (although this will be focussed on Paris); whereas the negative impacts potentially include competition for: Government support and attention, funding from the commercial sector (particularly in the corporate hospitality programme and local sponsorship market), and the best quality OC personnel. In addition, there is the potential for the Olympic hosting to adversely affect OC ticket sales, and to create a situation where RWC

as an event has less prominence in public awareness and perception.

However, in these latter areas, the strength of support and high profile of rugby in France (and throughout the country) mitigates the risks in World Rugby's view. Therefore, many of the potentially negative impacts and challenges that are currently being experienced by World Rugby and RWCL in Japan, are likely to be better mitigated in France. RWCL have requested clarification of the mitigating actions that France 2023 would implement (if awarded) and are satisfied that the responses proposed by the French bid team are sufficient to mitigate, if not eliminate, risk for RWC 2023.

RWC 2023  
FUNCTIONAL AREA  
EVALUATION





# TOURNAMENT, ORGANISATION & SCHEDULE



## IRELAND WEIGHTED SCORING

AREA	WEIGHTING	DETAILED AREA OF EVALUATION	SUB	IRELAND	
				SCORE	WEIGHTED
<b>TOURNAMENT, ORGANISATION &amp; SCHEDULE</b>					
<i>CONTRACTING PARTY, RESPONSIBILITY FOR DELIVERY AND TOURNAMENT ORGANISATION</i>		1. Bid ensures that the hosting agreement will be signed by a legal entity that can be responsible for organising the Rugby World Cup and will ensure compliance with the hosting agreements.	50%	3	37.5%
<i>OTHER MAJOR EVENTS</i>	5%	2. Bid presents a proposed Local Organising Structure that is deemed, at this stage, to be of the right capability and structure to organise an event of the stature of the Rugby World Cup.	25%	3	18.75%
<i>TOURNAMENT DATES AND SCHEDULE</i>		3. Bid demonstrates that the host nation has substantial experience in hosting major events of a similar stature, that no other event will impact RWC 2023 and confirms the tournament window.	25%	2	12.5%

### THE SCORE THAT HAS BEEN AWARDED TO IRELAND FOR SIGNATORY TO THE HOSTING AGREEMENT IS 3 AND THE SCORE AWARDED FOR ORGANISING STRUCTURE IS 3.

The key points that impact the scoring are:

- The Irish Hosting Agreement was signed and submitted by the deadline of 31st July 2017.
- The Hosting Agreement has been entered into by The Irish Rugby Football Union (IRFU), formed in 1879, a founding member of the International Rugby Football Board.
- The bid includes full details of the OC structure that the IRFU have committed to implement. The proposed structure is a Designated Activity Company which would be formed under Irish law with appropriate rights for the Government of Ireland and the Northern Ireland Executive. The proposed structure of the OC is set out on the next page.
- World Rugby has a high level of confidence that the IRFU will comply with its obligations under the Hosting Agreement and that the IRFU's proposed OC structure will deliver the required functions for the successful delivery of RWC 2023.
- Ireland has scored 3 as their bid response meets the host agreement contracting obligations required and has outlined an OC structure that would be of the right capability and structure to organise an event of the stature of the Rugby World Cup.
- Please note that the guarantees which underpin the Irish bid are analysed in Section 5 Finance, Commercial and Commitments of the evaluation report.

### THE SCORE AWARDED TO IRELAND FOR 'OTHER MAJOR EVENTS' IS 2.

Key points that impact the scoring are:

- Ireland has provided evidence of hosting major events and has experience hosting international rugby.
- The bid confirms the tournament window of 8 September to 21 October 2023
- No other event will impact RWC 2023.
- The proposal scored lower than France and South Africa due to the lack of similar stature major event experience.



# TOURNAMENT, ORGANISATION & SCHEDULE

## EVALUATION DETAIL

### LOCAL ORGANISING STRUCTURE

Bid presents a proposed OC that is deemed, at this stage, to be of the right capability and structure to organise an event of the stature of the RWC.

The Irish bid scores highly in this area due to the proposed OC structure, which is a Designated Activity Company, majority owned by the IRFU. The OC's Board of Directors will be appointed by the IRFU, the Government of Ireland and the Northern Ireland Executive. The structure reflects the full Government support that is evident throughout Ireland's bid submission.

Ireland's bid includes a commitment to resource the OC with experienced major event personnel who will be empowered with day-to-day operational responsibility.

The Irish bid proposes an OC that includes the required functions.

### Ireland 2023: LOC – high level organisational structure



\*Operations Including: venue delivery, event delivery, tournament services, city delivery, technology, operational planning, opening ceremony.

### OTHER MAJOR EVENTS

The bid demonstrates that the host nation has experience in hosting a number of events, that no other event will impact RWC 2023 and confirms the tournament window.

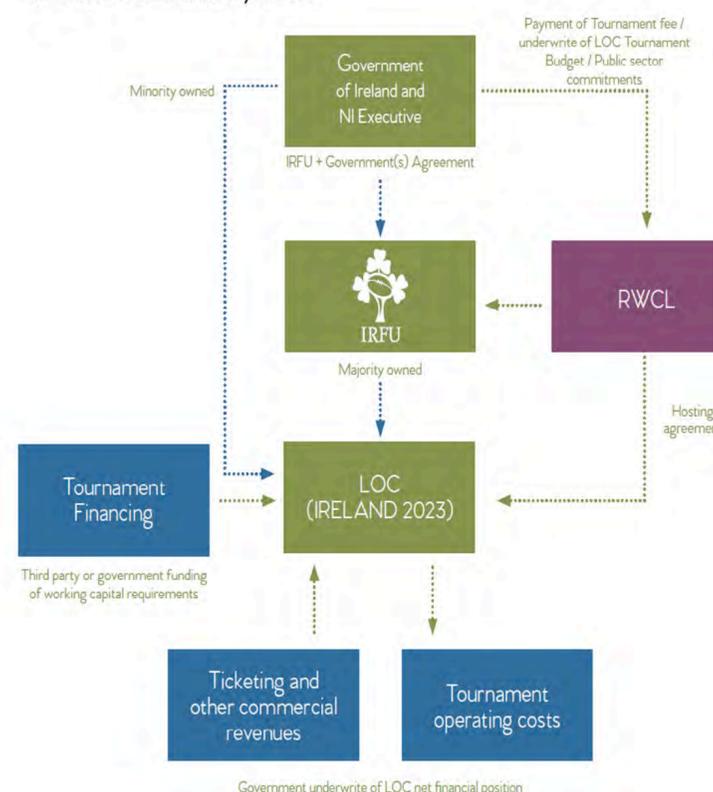
- World Police and Fire Games
- NCAA American Football

The IRFU is a founding member of World Rugby and has extensive experience of hosting international rugby. In addition, the Irish bid details a wide range of sporting and cultural events that Ireland and Northern Ireland has hosted, including:

- European Club Rugby and Football Finals
- The Giro d'Italia ("The Big Start")
- The Ryder Cup
- The Solheim Cup
- The Volvo Ocean Race

In addition, Dublin and Belfast recently hosted a very successful Women's RWC 2017, due to a professional and detailed approach to tournament planning and delivery. While not on the scale of RWC, the implementation of the Women's tournament has boosted Ireland's event expertise.

Ireland 2023: Tournament delivery structure



Whilst collectively these events constitute significant and varied hosting experience, Ireland has not hosted a major international sporting event of a similar stature, scale and complexity to Rugby World Cup. The bid team engaged extensively with World Rugby over the past two and a half years to understand the requirements and commitments required to host a successful RWC. Both the IRFU and the government, scrutinised all available information. Whilst not comparable to hosting experience, the significant engagement of key stakeholders provides a level of confidence that commitments will be met.

The hosting of four matches in Dublin as part of the UEFA EURO 2020 tournament will likely assist in building major event experience in Ireland.

World Rugby has confidence from Ireland's bid that the OC structure would include experienced major event personnel, but a level of risk does arise from the overall lack of comparable event hosting experience across the venues, cities and relevant local authorities. This therefore reduces Ireland's score in this area relative to the significant experience of France and South Africa.

Ireland's bid confirms that the tournament will be hosted in the identified window of 8 September to 21 October 2023, with a range of acceptable kick-off times indicated. There are no other major events taking place in the period immediately prior to or following the tournament window that would adversely impact RWC 2023, and Ireland's bid confirms the uninterrupted availability of all match venues (which allows the match schedule to be developed without constraints in this regard). The IRFU has also confirmed that no elite professional rugby will take place in Ireland during the tournament window. Ireland's bid is therefore fully compliant in this area.



## SOUTH AFRICA WEIGHTED SCORING

# TOURNAMENT, ORGANISATION & SCHEDULE



AREA	WEIGHTING	DETAILED AREA OF EVALUATION	SUB	SOUTH AFRICA	
				SCORE	WEIGHTED
<b>TOURNAMENT, ORGANISATION &amp; SCHEDULE</b>					
<i>CONTRACTING PARTY, RESPONSIBILITY FOR DELIVERY AND TOURNAMENT ORGANISATION</i>		1. Bid ensures that the hosting agreement will be signed by a legal entity that can be responsible for organising the Rugby World Cup and will ensure compliance with the hosting agreements.	50%	3	37.5%
<i>OTHER MAJOR EVENTS</i>	5%	2. Bid presents a proposed Local Organising Structure that is deemed, at this stage, to be of the right capability and structure to organise an event of the stature of the Rugby World Cup.	25%	3	18.75%
<i>TOURNAMENT DATES AND SCHEDULE</i>		3. Bid demonstrates that the host nation has substantial experience in hosting major events of a similar stature, that no other event will impact RWC 2023 and confirms the tournament window.	25%	3.5	21.88%

### THE SCORE THAT HAS BEEN AWARDED TO SOUTH AFRICA FOR SIGNATORY TO THE HOSTING AGREEMENT IS 3 AND THE SCORE AWARDED FOR LOCAL ORGANISING STRUCTURE IS 3.

The key points that impact the scoring are:

- The South African Hosting Agreement was signed and submitted by the deadline of 31st July 2017.
- The Hosting Agreement has been entered into by the South African Rugby Union (SA Rugby), which was established in 1992 and is a member union of World Rugby.
- The bid includes full details of the OC structure and SA Rugby has already registered the OC company: South Africa Rugby World Cup 2023 (Pty) Limited. The structure will be completed if SA Rugby are awarded the hosting rights and the company will be a wholly owned subsidiary of SA Rugby. The proposed structure is similar to that used for the FIFA World Cup in 2010 with close links to the relevant Government Departments.
- World Rugby has a high level of confidence that SA Rugby will comply with its obligations under the Hosting Agreement and that SA Rugby's proposed OC structure will deliver the required functions for the successful delivery of RWC 2023.
- South Africa has scored 3 as their bid response meets the host agreement contracting obligations required and has outlined an OC structure that would be of the right capability and structure to organise an event of the stature of the RWC.
- Please note that the guarantees which underpin the South African bid are analysed in Section 5 Financial, Commercial and Commitments of the evaluation report.

The proposed structure of the OC is set out on the next page.

### THE SCORE AWARDED TO SOUTH AFRICA FOR 'OTHER MAJOR EVENTS' IS 3.5.

Key points that impact the scoring are:

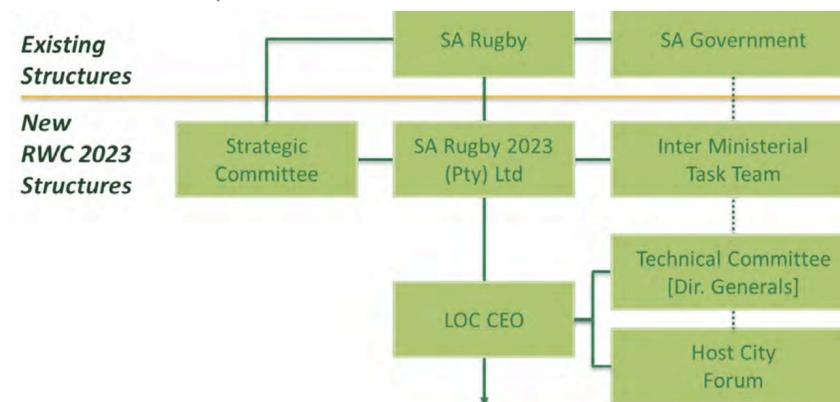
- South Africa has significant major event experience including FIFA World Cup 2010.
- The bid confirms the tournament window of 8 September to 21 October 2023.
- No other events will impact RWC 2023.
- South Africa scored higher than France and Ireland as they have no conflicting events in the tournament window and have relevant major event experience.
- South Africa has not received the highest possible score of 4. The South African bid does not expressly state that the OC will engage expertise with the most recent international major event experience. Some concern exists that the Tournament Budget will require the vast majority of personnel to be sourced from the local market and that this may restrict the engagement of the most experienced personnel in some areas. This may impact South Africa's ability to enhance RWC 2023 using the relevant experience.

### EVALUATION DETAIL LOCAL ORGANISING STRUCTURE

Bid presents a proposed OC structure that is deemed, at this stage, to be of the right capability and structure to organise an event of the stature of the RWC.

The South African bid scores highly in this area due to the OC structure. The OC entity has already been established and is similar to the structure successfully implemented for FIFA World Cup 2010 in South Africa and is therefore a proven solution. This structure has been identified as the best model for the OC.

The South African Government has agreed to implement the same multi-department delivery structure used for FIFA World Cup 2010.

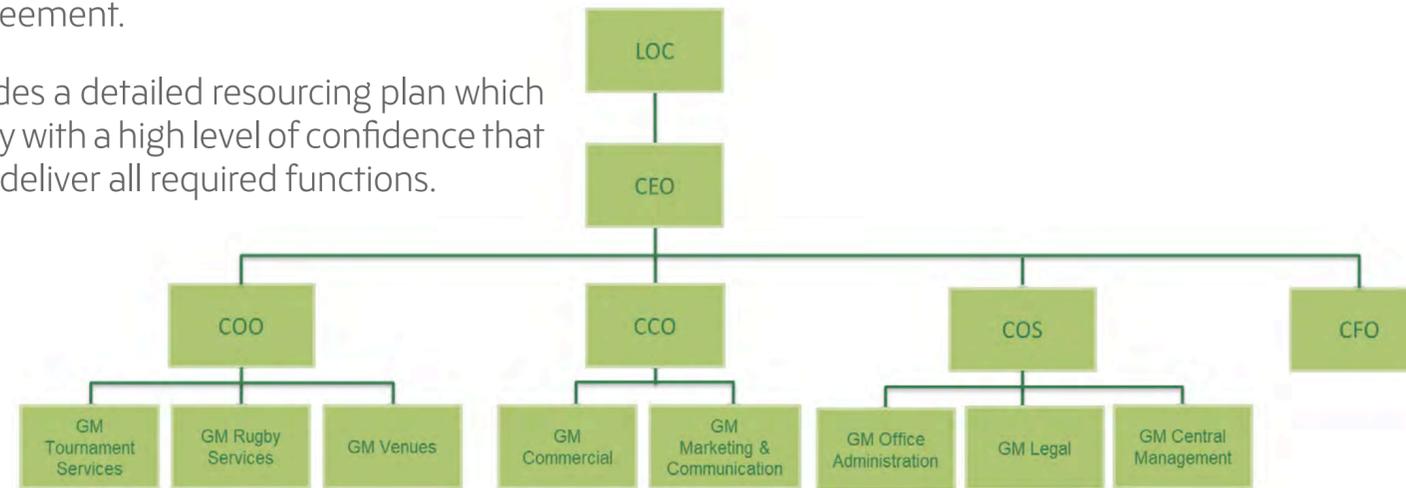




# TOURNAMENT, ORGANISATION & SCHEDULE

South Africa Rugby World Cup 2023 (Pty) Limited is a wholly-owned subsidiary of SA Rugby, and a special purpose vehicle to deliver RWC 2023, created specifically to implement all aspects of RWC 2023 in compliance with the Hosting Agreement.

SA Rugby’s bid includes a detailed resourcing plan which provides World Rugby with a high level of confidence that the OC structure will deliver all required functions.



## OTHER MAJOR EVENTS

World Rugby scores South Africa’s bid as 3.5 for “Other Major Events”. South Africa has relevant major event experience, can host RWC 2023 in the required tournament window without venue constraints, and has no other impacting events scheduled.

The bid demonstrates that the host nation has substantial experience in hosting major events of a similar stature, that no other event will impact RWC 2023 and confirms the tournament window.

The South African bid scores highly in this area due to recent major event hosting experience, particularly the FIFA World Cup 2010. That event included many of the venues, cities and other stakeholders that would be involved in the delivery of RWC 2023. In addition, South

Africa hosted the African Cup of Nations (Football) in 2013. The successful delivery of these comparable events demonstrates substantial event hosting capacity and provides World Rugby with a high level of confidence.

SA Rugby rotates the hosting of international rugby test matches, and all eight of the match venues proposed in South Africa’s bid have experience in delivering international test matches as a result. All eight match venues were also involved in hosting FIFA World Cup 2010.

South Africa will host the British & Irish Lions in 2021.

South Africa’s bid confirms that the tournament will be hosted in the identified window of 8 September to 21 October 2023. Weather conditions are considered ideal.

There are no other major events taking place in the period immediately prior to or following the tournament window that would adversely impact RWC 2023, and South Africa’s bid confirms the uninterrupted availability of all match venues (which allows the match schedule to be developed without constraints in this regard). SA Rugby has also confirmed that no elite professional rugby will take place in South Africa during the tournament window. South Africa’s bid is therefore fully compliant in this area.

There has been some media reporting regarding the South African city of Durban and its bid to host the Commonwealth Games in 2022. SA Rugby confirmed that this matter is not relevant to RWC 2023 hosting. Durban and the Commonwealth Games Federation had not concluded a hosting agreement and were not able to agree hosting terms, and for this reason the event will not be taking place in South Africa.



RWC 2023  
FUNCTIONAL AREA EVALUATION  
VENUES AND HOST CITIES

VE R AND ROVER ein



# VENUES AND HOST CITIES



## WEIGHTED SCORING COMPARATIVE

AREA	WEIGHTING	DETAILED AREA OF EVALUATION	SUB	FRANCE		IRELAND		SOUTH AFRICA	
				SCORE	WEIGHTED	SCORE	WEIGHTED	SCORE	WEIGHTED
<b>VENUES AND HOST CITIES</b>	30%	1. Bid includes a minimum of 8 venues that meet, or with upgrade / building works, will meet RWCL's minimum 'venue standards' requirements.	40%	3.5	35%	2.5	25%	4	40%
<i>MATCH VENUES AND HOST CITIES</i>		2. Bid provides robust, tangible and enforceable venue guarantees from each venue owner committing them to all RWCL requirements including availability and clean venue requirements.	40%	2.5	25%	3	30%	3	30%
<i>TEAM SERVICES</i>		3. Bid provides evidence of a comprehensive city programme and can demonstrate sufficient interaction with cities at bid stage.	10%	4	10%	3.5	8.75%	4	10%
		4. Bid demonstrates a sound plan for procuring team bases and acceptable sample team bases	10%	2.5	6.25%	3.5	8.75%	3.5	8.75%
<b>TOTAL</b>			<b>30%</b>	<b>22.88%</b>		<b>21.75%</b>		<b>26.63%</b>	

## SCORING NOTES

1. Bid includes a minimum of 8 venues that meet, or with upgrade / building works, will meet RWCL's minimum 'venue standards' requirements.

4	3	2	1	0
Bid provides comprehensive detail of a minimum of 8 match venues that ensure RWCL has a high level of confidence that all venues will meet or exceed minimum standards. These venues are all built, or will require minimal development work (updating / refurbishing existing facilities). Where minimum standards cannot be delivered, a robust and proven alternative solution has been provided.	Bid provides comprehensive detail of a minimum of 8 match venues that ensure RWCL has a good level of confidence that all venues will meet or exceed minimum standards. It is expected that between one and two of these venues will require extensive redevelopment (beyond simply updating / refurbishment of existing facilities) or may not be built yet. Where minimum standards cannot be delivered, a robust and proven alternative solution has been provided.	Bid provides comprehensive detail of a minimum of 8 match venues. Due to the need for extensive construction or renovation, RWCL has a lower level of confidence that all venues will meet or exceed minimum standards. It is expected that between three and four of these venues will require extensive redevelopment (beyond simply updating / refurbishment of existing facilities) or may not be built yet. Where minimum standards cannot be delivered, a robust and proven alternative solution has been provided.	Bid provides comprehensive detail of a minimum of 8 match venues. Due to the need for extensive construction or renovation, RWCL has a lower level of confidence that all venues will meet or exceed minimum standards. It is expected that more than 5 venues will require extensive redevelopment (beyond simply updating / refurbishment of existing facilities) or may not be built yet.  OR A number of venues propose to deliver significant levels of minimum requirements outside of the venue perimeter, increasing operational complexity.	No information provided. OR Bid does not provide detail of a minimum of 8 match venues that ensure RWCL has a high level of confidence that all venues will meet or exceed minimum standards. OR Bid indicates that it will use more than 10 venues.



# VENUES AND HOST CITIES

2. Bid provides robust, tangible and enforceable venue guarantees from each venue owner committing them to all RWCL requirements including availability and clean venue requirements

4	3	2	1	0
Robust, tangible and enforceable venue guarantees are provided from all venue owners, committing them to all RWCL requirements. Guarantees are provided in the format that RWCL stipulate, as per the template provided. The guarantees include explicit reference to guaranteeing development work will be completed and RWCL has confidence that these guarantees are sufficient to ensure venue delivery. Guarantees have been provided that allow RWCL to exploit all commercial rights unencumbered by any existing commercial relationships for the full event period at all venues.	Robust, tangible and enforceable venue guarantees are provided from all venue owners, committing them to the large majority of RWCL requirements. There are some RWCL requirements that are not explicitly guaranteed - but mitigations are acceptable to RWCL. Guarantees are provided in the format that RWCL stipulate, as per the template provided. The guarantees include explicit reference to guaranteeing planned development / construction work - this gives RWCL a good level of comfort that venue delivery is assured. Guarantees have been provided that allow RWCL to exploit all commercial rights unencumbered by any existing commercial relationships for the full event period at all venues.	Enforceable guarantees have been provided by all venues, however there are key operational requirements that have been omitted from the guarantees. Guarantees are provided in the format that RWCL stipulate, as per the template provided. Guarantees provide an acceptable level of comfort regarding planned development or construction work. Guarantees have been provided that allow RWCL to exploit all commercial rights unencumbered by any existing commercial relationships for the full event period at all venues.	Guarantees have been provided for all venues, but RWCL has concerns about their enforceability, or specific elements of the guarantee. OR Guarantees are not provided in the format that RWCL stipulate. OR Guarantees provide a less than acceptable level of comfort that all planned development / construction work is properly underwritten. OR Guarantees have been omitted that cause concern that RWCL can exploit all commercial rights at all venues unencumbered.	No information provided.

3. Bid provides evidence of a comprehensive city programme and can demonstrate sufficient interaction with cities at bid stage.

4	3	2	1	0
Bid articulates host cities which are sizeable, all of which have significant experience in hosting major / large international events. The bid also evidences significant support and engagement from all the host cities, further demonstrated by providing detail on the city's strategy which supports the hosting of major events. The bid lists an innovative and achievable plan for fanzones, with no significant restrictions.	Bid articulates host cities of which the majority are sizeable and of which the majority have significant experience in hosting major / large international events. The bid also evidences a good level of support and engagement from all the host cities, further demonstrated by providing detail of some of the host cities strategy which supports the hosting of major events. The bid lists an achievable plan for fanzones, with no significant restrictions.	Bid is able to demonstrate an acceptable level of engagement and support from host cities, but it is clear that the bid has concentrated on gaining support from a few key cities rather than all the host cities. Some host cities lack the scale and / or experience of hosting major / large international events which gives rise to concerns around operational viability for some proposed locations. The bid lists an achievable plan for fanzones, but there are some potential restrictions.	Bid provides limited evidence of host city engagement and support. Limited city event strategies are provided. There are questions about the ability of a number of host cities having adequate scale and experience to support an event of this size.	No information provided.



4. Bid demonstrates a sound plan for procuring team bases and acceptable sample team bases.

4	3	2	1	0
Bid outlines a detailed team base procurement strategy and methodology. In particular, commitments have been made which minimise the travel impact on teams between event venues. Bid also outlines two team bases which will meet or exceed RWCL standards.	Bid outlines a detailed team base procurement strategy and methodology. Bid outlines two team bases which will meet RWCL standards, or provides an insufficient amount of detail for the two team bases provided. There are concerns that the procurement strategy will not adequately minimise the impact of travel on teams in all cases.	Bid outlines a team base procurement strategy and methodology, but does not provide sufficient detail for the two team bases it proposes. There are concerns that the procurement strategy will not adequately minimise the impact of travel on teams in all cases.	Bid references the need for team bases but does not show procurement methodology or two examples.	

**INTRODUCTION**

**1. MATCH VENUES**

Match venues are the stage for RWC and therefore must be world-class to ensure an exceptional in-stadia and broadcast experience. A minimum of eight venues that meet or exceed the standard is required along with commitments to upgrade or develop, to ensure they meet the standard. The venues also need to be secured for the exclusive use period and be provided commercially clean.

All three host candidates provided extensive information on their proposed venues and provided confidence that they could provide eight match venues at a standard befitting the tournament.

South Africa significantly exceeded expectations and scored the highest mark as they have proposed eight world-class venues with major event experience. France has also proposed exceptional venues, the majority with UEFA EURO 2016 experience but scored slightly less than South Africa due to the lack of clarity around the pitch dimensions which could impact player welfare.

Ireland’s match venues require significant work but they provided thorough plans and a realistic budget which was informed by relevant major event expertise and independent subject matter advice. The work at bid stage and level of detail submitted provides confidence that Ireland could provide world-class venues. However, they didn’t score as high as France or South Africa as the venues require significant work which creates a higher risk than venues already at world-class standard.





## 2. MATCH VENUE GUARANTEES

There are three crucial elements for RWCL in relation to the guarantees for the match venues: (i) the availability of the match venue for the “exclusive use period” which commences ten (10) days before the relevant match until two (2) days after the relevant match; (ii) the match venue and the surrounding 500m vicinity of the match venue being provided on a “clean” basis, to allow for RWCL partners to exploit their sponsorship rights and to protect them from ambush; and (iii) if the match venue requires temporary overlay or upgrade work that this is guaranteed.

Each of these elements is cross referenced in the signed Hosting Agreements and there is an interplay between the Hosting Agreement and the match venue guarantees.

All candidates have provided detailed information about their match venues and back up/supporting material from either the proposed host cities or venue owners to give RWCL reassurance that these key assets will be available for the staging of RWC 2023.

Exclusive use was qualified in the French bid because of the possibility that 8 out of their 9 proposed Match Venues may be required for football matches in the domestic or European football calendar. Whilst the French proposal sets out a timetable for the manner in which the football matches could be played around the RWC tournament calendar, this does create an increased logistical risk for RWCL. In addition, a number of the French match venues are owned by the cities and their guarantees have been caveated by the requirement of a vote which gives less assurance that the relevant obligations will be fully undertaken. These matters are covered in more detail in

the French section and this accounts for the difference between the score which has been allocated to France as compared to Ireland and South Africa.

We have sufficient confidence that all of the venue owners will co-operate with their respective candidates in relation to any upgrade or overlay works that are required.

The final element is to ensure that the venue owners support the concept of “clean venues”, i.e. a venue that is clean of other commercial sponsorship or advertising. The clean venue concept extends to a 500m perimeter of the Match Venue, which allows for the official partners of RWCL to receive the branding rights that they have acquired and to prevent other third parties from ambushing the tournament. Ireland and South Africa both raised concerns in the negotiation of the Hosting Agreement that: (i) the venue owners do not own all of the land that extends out 500m from the match venue perimeter; and (ii) where there are established businesses in the 500m radius (such as a shopping centre), they could not prevent such businesses from operating. These concerns have been dealt with through agreed amendments to the Hosting Agreement which obligate the candidates to: (i) ensure that they purchase all advertising space within the 500m radius; and (ii) protect RWCL partners from any ambush marketing within this space. The scores for Ireland and South Africa were not reduced because of the agreed position on this issue.

## 3. CITY PROGRAMME

The host cities are also vital to the tournament as collectively they provide the tournament environment. Host city programmes have become more sophisticated

in line with tournament growth. The candidates were required to provide confidence that the cities could provide a programme for a major event and provide infrastructure such as fan zones in line with the standard.

All three candidates provided strong city proposals but France and South Africa scored the highest marks as they provided the required information and have demonstrated ability through past examples of comparable event delivery. Ireland also provided a strong proposal and demonstrated that host cities have been involved during the host process.

## 4. TEAM SERVICES

The provision of world-class team hotels and training facilities and limiting travel time for teams on training and match days is central to a successful team base strategy.

All three candidates provided thorough proposals that would provide a benchmark for future RWCs and it is clear from each bid that all candidates have the expertise and the required facilities to deliver a player-focussed and successful team base programme for teams.

Ireland and South Africa scored the same score of 3.5 as their bids display a comprehensive understanding of the requirements for a successful team base procurement strategy. France evidence excellent facilities for teams but scored lower than Ireland and South Africa due to concerns and a lack of clarity around team travel times.



**FRANCE**  
**WEIGHTED SCORING**

AREA	WEIGHTING	DETAILED AREA OF EVALUATION	SUB	FRANCE	
				SCORE	WEIGHTED
<b>VENUES AND HOST CITIES</b>		1. Bid includes a minimum of 8 venues that meet, or with upgrade / building works, will meet RWCL's minimum 'venue standards' requirements.	40%	3.5	35%
<i>MATCH VENUES AND HOST CITIES</i>		2. Bid provides robust, tangible and enforceable venue guarantees from each venue owner committing them to all RWCL requirements including availability and clean venue requirements.	40%	2.5	25%
<i>TEAM SERVICES</i>	30%	3. Bid provides evidence of a comprehensive city programme and can demonstrate sufficient interaction with cities at bid stage.	10%	4	10%
		4. Bid demonstrates a sound plan for procuring team bases and acceptable sample team bases	10%	2.5	6.25%

**THE SCORE THAT HAS BEEN GIVEN TO FRANCE FOR THE MATCH VENUES PROPOSAL IS 3.5.**

Key points that impact the score are:

- Nine match venues are proposed, eight of which hosted UEFA EURO 2016 and would therefore meet or exceed the standard for RWC.
- The proposal did not score as high as South Africa as it did not set out the playing enclosure dimensions, which were also requested in the clarifications and therefore it remains unconfirmed that they can meet the standard requirement. Whilst it is unclear whether some stadia meet the minimum playing enclosure standards in current configuration, we are comfortable that an adequate and compliant solution could be implemented, but this is not the optimal position for RWC 2023.

**THE SCORE THAT HAS BEEN GIVEN TO FRANCE FOR THEIR MATCH VENUE GUARANTEES IS 2.5**

The key points that impact the scoring are:

- The bid provides detailed information for match venue guarantees along with supporting guarantee letters from each of the host cities (and/or match venue owners). A table of these obligations is set out in the Appendix to this section of the evaluation report.
- The French proposal did not score as high as Ireland or South Africa because it does not meet all RWCL's requirements because: (i) all Match Venues (other than Stade de France) have qualified their exclusive use periods because of the possible needs of the French domestic football league and European football competitions; and (ii) some of the cities have qualified their guarantees by a need to have a vote of the relevant municipal body.

**THE SCORE THAT HAS BEEN GIVEN TO FRANCE FOR THE CITY PROPOSAL IS 4.**

The key points that impact the scoring are:

- The proposal significantly exceeded the standard outlined and scored the same as South Africa, as all host cities are sizeable, have a clear and robust fan zone strategy and the cities have been engaged during the bid stage.
- The host cities have hosted UEFA EURO 2016 and/or RWC 2007 and therefore have relevant major event experience and infrastructure which provides confidence that they have the capacity and capability to deliver the RWC 2023 city programme.

## THE SCORE THAT HAS BEEN GIVEN TO FRANCE FOR THE TEAM BASE PROPOSAL IS 2.5.

The key points that impact the scoring are:

- The bid provided a detailed plan for procuring team bases that would meet or exceed the standard for RWC.
- France has extensive experience hosting teams at major events which includes the UEFA EURO 2016 and therefore has a significant supply of experienced high standard hotels and training facilities.
- The travel times from team hotels to match venues are unclear in the bid documentation and the clarifications provided. The documentation provided states that some travel times for teams may exceed the maximum acceptable limit of 30 minutes from team hotels to match venues. This would be a major issue for teams and the lack of clarity in this area does not provide confidence that the standards can be met.
- France scored high on the team base infrastructure and procurement but could not be scored 3 or above because of the lack of clarity on travel times.

## EVALUATION DETAIL

### 1. MATCH VENUES

The French bid proposes nine match venues across 10 host cities with Stade de France located in both Paris and Saint-Denis. All venues were either built or refurbished in the last couple of years for UEFA EURO 2016, except for Nantes, which is undergoing a €13 million refurbishment. The refurbishment is to be completed by 2018.

The venues in Lille, Nice, Bordeaux and Lyon are new builds that were completed between 2012 and 2015 while refurbishments to St Etienne, Marseille and Toulouse were completed in 2014 and 2015. Stade de France in Paris,

which hosted the Final of RWC 2007, was completed in 1998 and refurbished most recently in 2016. Paris 2024 has committed to a \$79.8m investment in Stade de France to upgrade to an Olympic venue, which is to be complete in the first semester 2023. It should be noted there is a risk to RWC 2023 should the work schedule over run.

Having hosted UEFA EURO 2016, the venues have recent relevant experience in hosting major international events. UEFA's venue standards for the EURO's is extensive and in many cases, exceed the requirements for RWC.

VENUE	CITY	CAPACITY	PROPOSED MATCH CAT	CONSTRUCTED/ UPGRADED
ATLANTIQUE STADIUM	Bordeaux	42,115	B and C	2015
PIERRE MAURAY STADIUM	Lille Metropole	50,095	A and B	2012
PARC OL	Lyon	59,186	A	2016
VELODROME	Marseille	67,404	QF and A	2015
LA BEAUJOIRE STADIUM	Nantes	36,915	B and C	2017
RIVIERA STADIUM	Nice	36,178	A, B and C	2013
STADE DE FRANCE	Saint-Denis, Paris	79,580	F, SF, QF and A	2016
GEOFFRAY GUICHARD STADIUM	Saint-Etienne	42,000	B and C	2014
MUNICIPAL STADIUM	Toulouse	33,150	B and C	2015

**Table 1: Venue Overview**



## 2. VENUE GUARANTEES

Guarantees have been provided for each match venue and an overview of each guarantee is set out in the Appendix to this section of the evaluation report.

The guarantees are not in the form prescribed by RWCL, however they do cover a wide range of obligations.

The guarantees provide good assurance on redevelopment and upgrades and the clean venue requirements.

Eight of the proposed match venues (the exception being Stade De France) are used for football and the French bid has highlighted that the national and European football competitions would continue during the RWC exclusive use window. The guarantees relating to the eight venues have therefore caveated the exclusive use period. The French bid sets out a way in which the match schedule could operate around the football matches but RWCL's freedom to set the match schedule is hampered and this will require an increase in resources where RWCL have to "bump" in and out of the match venues.

A number of the match venues are owned by the cities and five of these have stated that their obligations are subject to a vote being passed by the relevant city body. Whilst the risk of such a vote not being passed is considered to be minimal, the guarantees cannot be classed as unconditional.

The guarantees are deemed to be acceptable to RWCL (a requirement to score a 2 or above), but because of the caveats highlighted above they do not give the same level of assurance as the Irish and South African bids.

The bid demonstrates that all venues are accessible and can comfortably accommodate all RWC stakeholders including teams, broadcasters, media, hospitality guests and general spectators. The venues have significant technology infrastructure which is covered in the technology section of the evaluation report.

The bid or clarifications did not provide the information required to provide confidence that all venues will be able to meet Rugby World Cup's minimum playing enclosure dimensions. It was provided for some venues such as Stade de France which could accommodate the standard dimensions but not all venues.

The bid proposes uniform playing areas of 95m x 68m x 6m, but does not confirm that perimeter run off areas of 5m, important for player welfare, can be delivered in all venues. Although the bid states that 5m run offs can be delivered, the supplementary drawings and photos raised concerns that this could not be achieved in all instances. Following the clarification process, France were unable to provide relevant assurance on this issue. This does not mean that rugby matches could not be played in these venues as dispensation can be given by World Rugby to reduce these areas (subject to sufficient health and safety risk assessments), but the optimal position is to implement the playing enclosure dimension standard.





### 3. HOST CITIES

The French bid proposes nine venues across 10 host cities, with the Stade de France located in both St Denis and Paris.

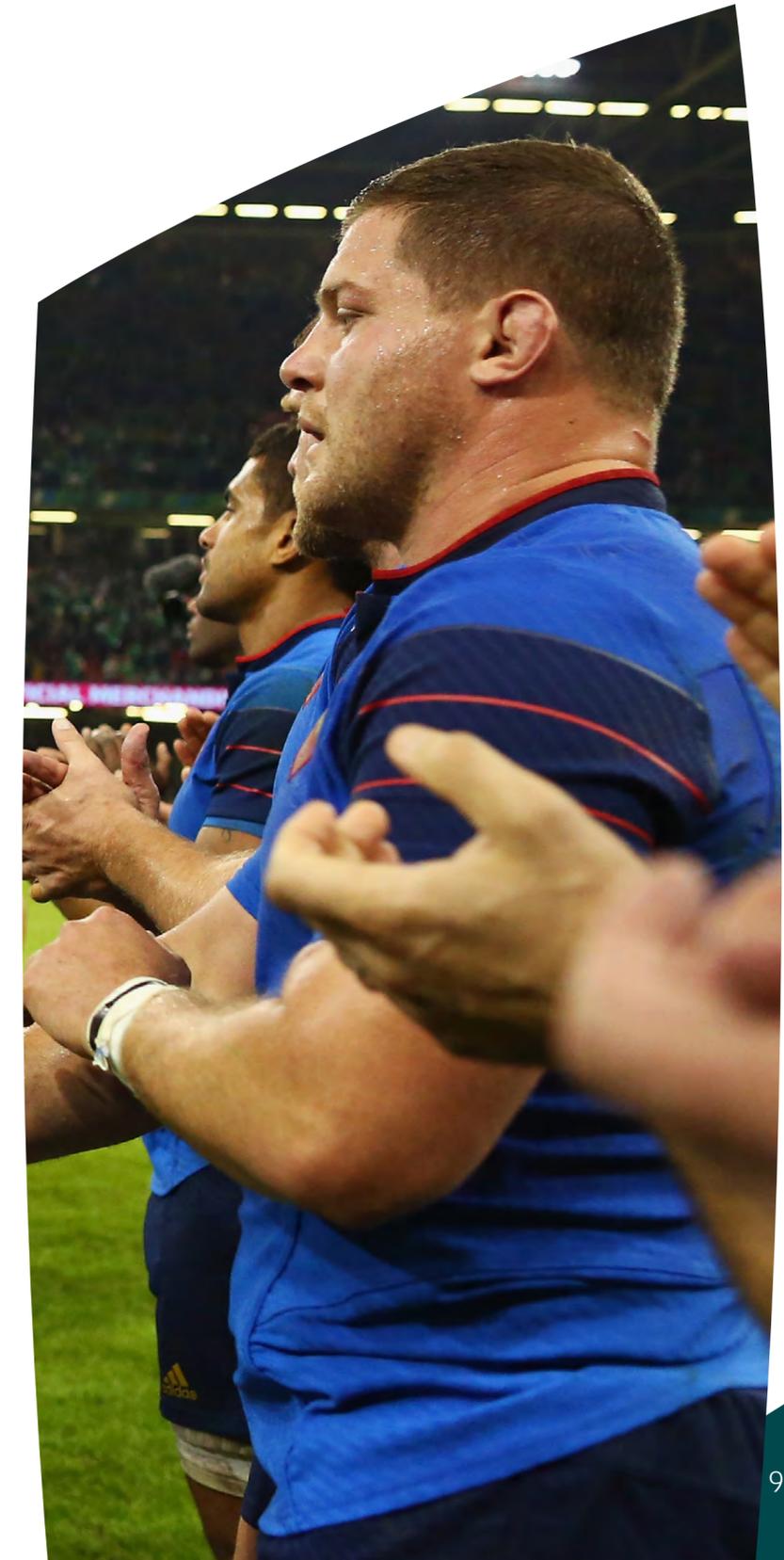
CITY	VENUE	PROPOSED MATCH CATEGORY	POPULATION	CITY SUPPORT PROVIDED
BORDEAUX	Atlantique Stadium	B and C	200,000	Yes
LILLE METROPOLE	Pierre Mauray Stadium	A and B	200,000	Yes
LYON	Parc OL	A	500,000	Yes
MARSEILLE	Velodrome	QF and A	800,000	Yes
NANTES	La Beaujoire Stadium	B and C	300,000	Yes
NICE	Riviera Stadium	A, B and C	500,000	Yes
SAINT-DENIS, PARIS	Stade de France	F, SF, QF and A	2,200,000	Yes
SAINT-ETIENNE	Geoffray Guichard Stadium	B and C	200,000	Yes
TOULOUSE	Municipal Stadium	B and C	500,000	Yes

**Table 2: City Overview**

All host cities have experienced either a RWC and/or UEFA EURO tournament and have existing infrastructure and plans to deliver host city operations that meet the requirements of RWC.

All cities are sizeable, with population sizes ranging from 200,000 to 2.2 million people and therefore have the

capacity to accommodate a city programme. In addition to the two major international events mentioned, all venues have hosted other international events such as international football matches, the UEFA Champions League and the Davis Cup Tennis.



Fan zones have been proposed in each host city.

CITY	PROPOSED SITE	CAPACITY	LOCATION
BORDEAUX	Place des Quinconces	60,000	Between city centre and match venue
LILLE METROPOLE	Place Francois Mitterrand	15,000	In city centre
LYON	Place Bellecour	Not specified	In city centre
MARSEILLE	Prado Beaches	Not specified	In close proximity of match venue
NANTES	Cours Saint-Pierre + 2 live-event sites	Not specified	In city centre
NICE	Gardeb Albert 1er	Not specified	In city centre
SAINT-DENIS, PARIS	The Sienne riverbanks, Place Victor Hugo and Place Jean Jaures	Not specified	In city centre and in close proximity of match venue
SAINT-ETIENNE	Parc Francois Mitterrand	17,000	Between city centre and match venue
TOULOUSE	Prairie des Filtres	Not specified	Between city centre and match venue

**Table 3: Fan zone Overview**

All host cities have existing fan zone locations that offer a unique concept such as the ‘Prado Beach’ seaside fan zone in Marseille or Toulouse’s ‘beach event’ and ‘Fan Embassy’ in its central square. These concepts have been tried and tested in previous international events and are equipped with existing strategies and security plans. The fan zone sites have existing transport plans and walking routes to connect them to the match venues and transport hubs. The strategy exceeds RWCL’s requirements in relation to location, capacity, safety, operational efficiency and commercial deliverables and there are no identified restrictions that may compromise the delivery of tournament obligations.

There is no clear demonstrable evidence to suggest that the host cities have guaranteed their support. However, the comprehensive information contained within the bid clearly demonstrates that cities have been engaged during the bid submission.

#### 4. TEAM BASES

A comprehensive team base strategy was provided which aims to provide the best accommodation and training conditions for the teams’ needs whilst ensuring equality for participating unions. The bid was developed with input from members of team management and players who participated in previous RWCs.

Two categories of bases are outlined:

##### TEAM BASE CAMPS

- The team accommodation and training venues throughout the tournament, each associated with a host city

##### TEAM MATCH VENUES

- Accommodation and training base for the eve of and day of their match, when they take place in a different host city
- The accommodation is located close to the match venue
- Utilised if travel time from team base camp to match venue is over two hours



An overview of 44 potential team base camps were presented in the bid. The team match venue bases (hotel and training facilities) for each host city were also presented. An initial list of 62 hotels of a 4 and 5-star standard have been identified as being capable of hosting international teams and meeting RWC requirements.

Any improvements to training venues would be complete by April 2023 and all training venues would be equipped to the same standard. France has experience delivering team bases for a major event having hosted RWC 2007 and UEFA EURO 2016.

Where a base is more than two hours away from a match venue, match venue bases will be offered for the eve of the match day and match day. This could potentially involve travel of two hours or more on captains run day, which could be challenging for teams. It is not clear what the implications are for travel times for teams who are in team bases under two hours away but more than 30 minutes from a match venue. This presents a concern as teams may have to travel over 30 minutes on match day.

A team policy has been suggested regarding the allocation of team bases and the appointment of Team A and Team B. As per current practice, teams prefer a choice regarding the style of base (multiple, long term, short term)

therefore any proposed “team base allocation policy” requires consultation from participating teams. France clarified that should a team express the desire to have multiple camps to reflect the match schedule, this would be catered for.

Police escorts would be provided between team hotels and training grounds / match venues and two official site visits will be offered to teams, with a provision for extra visits on a case-by-case basis.

A proposed Final team base in Versailles was outlined:

ACCOMMODATION

- 4\* Hotel Trianon Palace
- 199 rooms with spa, swimming pool, fitness centre and park
- Hosted England at RWC 2007 and Ireland at UEFA EURO 2016

TRAINING FACILITY

- Stade Municipal de Montbauron
- Owner: City of Versailles
- Training pitch, gym with weights, swimming pool
- 2.5km from team hotel

In addition to RWC hosting and team minimum requirements, France has proposed additional budget to accommodate teams knocked out in the pool phase, to stay until the Final should a team wish to do so. The practicalities and logistics would need to be worked through with the teams and RWCL as teams will have their own commitments to attend to.



APPENDIX 1 – OVERVIEW OF THE FRENCH VENUE GUARANTEES

VENUE	GUARANTEE LETTER(S)	AVAILABILITY	DEVELOPMENT WORKS	CLEAN VENUE + 500M RADIUS	GUARANTEE CONDITIONALITY
ATLANTIQUE STADIUM, BORDEAUX	Bordeaux Metropole	Exclusive use subject to fitting in the French domestic and international football calendar.	Covered	Included	The guarantee is subject to a vote by the Metropolitan Council to be undertaken if the FFR bid is successful: “I undertake to submit the following for vote by the Metropolitan Area Council at its most closely-scheduled meeting: the content of the Provision Contract for Stade Matmut Atlantique”
PIERRE MAURAY STADIUM, LILLE	Metropole Europeenne de Lille	Exclusive use subject to fitting in the French domestic and international football calendar.	Covered	Included	The guarantee is subject to a vote by the Metropole if the FFR bid is successful: “I undertake to submit the following for vote by the Metropolitan Area Council the content of the “Provision Contract” for the Host Venue and Host City Contract”
PARC OL, LYON	(1) City of Lyon and (2) Olympique Lyonnaise	Exclusive use subject to fitting in the French domestic and international football calendar.	Covered	Included	The guarantee is subject to the “adoption of a distinct deliberation by the City of Lyon and Metropolis of Lyon respectively”.
VELODROME, MARSEILLE	City of Marseille	Exclusive use subject to fitting in the French domestic and international football calendar.	Covered	Included	No caveat
LA BEAUJOIRE STADIUM, NANTES	Nantes Metropole	Exclusive use subject to fitting in the French domestic and international football calendar.	Covered	Included	No caveat
RIVIERA STADIUM, NICE	The Mayor of Nice	Exclusive use subject to fitting in the French domestic and international football calendar.	Covered	Included	The guarantee is subject to a vote by the Municipal Council if the FFR bid is successful: “I undertake to submit the following for approval by the Municipal Council: the content of the “City Contract”, and the “Provision Contract” for Allianz Riviera.”
STADE DE FRANCE SAINT-DENIS, PARIS	(1) The Mayor of Paris, (2) the City of Saint Denis and (3) Stade de France	No caveat	Not referenced – please note comments in relation to Paris 2024 renovation in the report above	Included but caveat by the Mayor of Paris “to assist to the extent allowed by the powers of the City of Paris”	The Mayor of Paris’s guarantee is subject to the approval of the City Council if the FFR bid is successful: “I hereby undertake to seek the approval of the Paris City Council for the following points.....” and the Saint Denis guarantee has a similar caveat “I undertake to submit the following approval by the Municipal Council”
GEOFFRAY GUICHARD STADIUM, SAINT-ETIENNE	Saint-Etienne Metropolis	Exclusive use subject to fitting in the French domestic and international football calendar.	Covered	Included	No caveat
MUNICIPAL STADIUM, TOULOUSE	Toulouse Metropole	Exclusive use subject to fitting in the French domestic and international football calendar.	Covered	Included	No caveat



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**IRELAND  
WEIGHTED SCORING**

AREA	WEIGHTING	DETAILED AREA OF EVALUATION	SUB	IRELAND	
				SCORE	WEIGHTED
<b>VENUES AND HOST CITIES</b>	30%	1. Bid includes a minimum of 8 venues that meet, or with upgrade / building works, will meet RWCL's minimum 'venue standards' requirements.	40%	2.5	25%
<i>MATCH VENUES AND HOST CITIES</i>		2. Bid provides robust, tangible and enforceable venue guarantees from each venue owner committing them to all RWCL requirements including availability and clean venue requirements.	40%	3	30%
<i>TEAM SERVICES</i>		3. Bid provides evidence of a comprehensive city programme and can demonstrate sufficient interaction with cities at bid stage.	10%	3.5	8.75%
		4. Bid demonstrates a sound plan for procuring team bases and acceptable sample team bases	10%	3.5	8.75%

**THE SCORE THAT HAS BEEN GIVEN TO IRELAND FOR THE MATCH VENUES PROPOSAL IS 2.5.**

Key points that impact the scoring are:

- The bid proposes a long list of 12 venues, which covers the recommended eight match venues strategy.
- The eight match venues will, upon completion of all necessary upgrades and overlay, meet RWC standards.
- Six are existing stadiums and two are new builds (one completed in August 2017 and the other to be completed in 2020).
- The proposal was thoroughly informed by a relevant consultant with extensive RWC and major event overlay experience.
- Ireland has scored higher than 2 as the engagement

of major event expertise informed the venue plans and budget and therefore provides a higher level of confidence that they will meet the standard required.

- Ireland hasn't scored as high as France and South Africa as their venues require considerable work which creates a higher risk than venues that are already in place following major events.

**THE SCORE THAT HAS BEEN GIVEN TO IRELAND FOR THEIR MATCH VENUE GUARANTEES IS 3.**

Key points that impact the scoring are:

- There is detailed information in the Irish bid along with supporting guarantees from each venue owner. The IRFU used the template guarantee that was provided by RWCL with some minor adjustments which are referenced in the detailed section of this report.
- Overall the guarantees provided meet the majority of RWCL's requirements and the exclusive use period is not caveated. For this reason the Irish proposal is considered to be, on a relative scale, higher than France and at the same level as South Africa.

### THE SCORE THAT HAS BEEN GIVEN TO IRELAND FOR THE CITY PROPOSAL IS 3.5.

Key points that impact the scoring are:

- The Irish bid demonstrates significant support and engagement from host cities.
- The host cities do vary in size, with one significantly smaller than the other bidder's smallest city.
- Although Ireland hasn't hosted an event of this magnitude, the cities have experience in hosting large international events and the fan zone strategy is robust and achievable.
- The cities lack prior experience of an event on the scale of RWC and have therefore scored lower than France and South Africa who have significant city delivery major event experience.

### THE SCORE THAT HAS BEEN GIVEN TO IRELAND FOR THE TEAM BASE PROPOSAL IS 3.5.

Key points that impact the scoring are:

- The bid provides a sample of team bases for Semi-Finals and Final matches that would meet or exceed the standard for RWC 2023.
- The bid outlines a detailed team base procurement strategy and methodology where teams will have options of bases to suit the individual needs of each team.
- The proposal confirms that minimal travel between event venues has been a priority when considering potential team bases.
- The proposal provides a detailed team base procurement strategy and methodology and particularly commits to minimise travel impact on teams and therefore scores higher than France and in line with South Africa.





## EVALUATION DETAIL - IRELAND

### 1. MATCH VENUES

The Ireland bid outlines a long list of twelve match venues:

VENUE	CITY	PROPOSED CAPACITY	PROPOSED MATCH CAT	CONSTRUCTED/ UPGRADED
CROKE PARK	Dublin	76,283	F, SF, QF, A and B	2005
LANDSDOWNE ROAD	Dublin	51,711	Bronze, A and B	2010
PARC UI CHAOIMH	Cork	41,905	QF, A and B	2017
CASEMENT PARK	Belfast	34,186	A and B	Scheduled for 2020
RAVENHILL	Belfast	18,168	C	2014
PEARSE STADIUM	Galway	24,000	B and C	2003
FITZGERALD STADIUM	Killarney	25,700	B and C	2009
THOMOND PARK	Limerick	26,897	B and C	2008
MACHALE PARK	Castlebar	28,000	B and C	2009
CELTIC PARK	Derry/Londonderry	17,000	C	2009
RDS ARENA	Dublin	18,677	C	2008
NOWLAN PARK	Kilkenny	26,000	B and C	All stands and areas of the venue have undergone redevelopment over the past 20 years

**Table 4: Venue Overview**

The bid clearly presents eight venues that will meet RWC standards, following upgrade and overlay work. The proposal also presents venue plans and details for the other four venues.

Four of the eight match venues are primarily rugby venues with recent experience in hosting international rugby

matches - Croke Park, Lansdowne Road, Thomond Park and Ravenhill. The other four venues are predominantly Gaelic football or hurling venues – Casement Park, Pairc Ui Chaoimh, Pearse Stadium and Fitzgerald Stadium.

Croke Park, Lansdowne Road, Thomond Park and Ravenhill are existing international sports stadiums that will require

minimal upgrades to bring the venues up to RWC standard in 2023. Most of the work will be provided in the form of overlay which has been budgeted for.

Parc Ui Chaoimh (complete August 2017), Pearse Stadium and Fitzgerald Stadium require a significant level of overlay which is flagged as a risk, given the amount of work required to bring these venues up to RWC standard. Casement Park is scheduled for redevelopment by 2020 and will also require a significant level of overlay. At time of writing, we understand that this venue is still subject to final planning approval.

The proposal outlines a plan for seating and standing in venues with 81% of tickets seated with the remaining 19% standing. During the applicant phase, Ireland’s proposal outlined that the venues would have seating and standing facilities. RWCL stated they would look at a seating/standing proposal as each bidder has different venues available and their own unique vision, but the aspiration would be for all category A and knock-out matches to be in all seated venues. The Ireland bid proposed 95% seated 5% standing for knock out games. The 5% would be in Pairc Ui Chaoimh but the bid has allocated plans and budget for all seating as this would be the RWCL requirement.

All eight match venues can deliver a consistent playing enclosure with dimensions that meet RWC’s optimal dimensions. The venues operate on a regular basis at capacity.



The bid acknowledges that significant overlay work will be required to ensure the venues meet the standard. Ireland engaged Wilson Owens and Owens (WOO) to carry out an analysis of all venues to inform the venue plans and budget. A significant amount of work was undertaken to provide venue maps detailing initial space planning. WOO has extensive RWC and major event experience which provides a level of confidence that the plans and budget are realistic, well informed and achievable.

## 2. MATCH VENUE GUARANTEES

In addition to the guarantees, legal opinions have also been provided by Ireland which gives RWCL a greater level of assurance in relation to the ownership of each match venue and therefore the legal enforceability of each guarantee.

The guarantees have been adjusted to cross refer to the obligations which will be set out in the “Venue Hire Agreements” (between the OC and the venue owner). The venue owners wanted to make it clear that there would be additional obligations between themselves and the OC which would be captured in these agreements if Ireland are successful in winning the bid. There is not perceived to be a risk of the obligations in the provided guarantees

being diluted in the Venue Hire Agreements because the guarantees specifically state that all guarantee obligations will be incorporated into the Venue Hire Agreements as fundamental provisions.

In relation to the exclusive use period, the IRFU has received written confirmation from the GAA that they will deliver the two new build stadiums which are included in their bid. In addition, the GAA has confirmed that they will bring forward the date of the All-Ireland Finals in 2023 to facilitate full access to the Match Venues in the exclusive use period. On this particular issue there is a distinction between the French and Irish bids which is a factor in the relative scoring between them.

In relation to any required redevelopment works, the guarantees contain an obligation on the venue owners to co-operate with the OC in relation to any upgrade or overlay works.

In relation to the clean stadium obligations these are fully covered in the guarantees. In relation to the 500m radius, it is accepted by RWCL that the full radius for each match venue does not fall within the ownership or control of the venue owners and an acceptable adjustment was therefore made to the venue guarantees. The Hosting Agreement contains obligations on the IRFU to secure all advertising inventory within the 500m radius and to protect RWCL and its commercial partners from ambush marketing. RWCL therefore has appropriate protection on this issue.



## 3. HOST CITIES

The Ireland bid outlines a long list of 12 match venues across eight host cities. The recommended eight match venues strategy encompasses six host cities.

CITY	VENUE	PROPOSED MATCH CATEGORY	POPULATION	CITY SUPPORT PROVIDED
DUBLIN	Croke Park & Landsdowne Road	F, SF, QF, A and B	1,110,627	Yes
CORK	Parc Ui Chaoimh	Bronze, A and B	258,442	Yes
BELFAST	Casement Park & Ravenhill	QF, A and B	433,086	Yes
GALWAY	Pearse Stadium	A and B	76,778	Yes
KILLARNEY	Fitzgerald Stadium	C	14,219	Yes
LIMERICK	Thomand Park	B and C	91,454	Yes

**Table 5: City Overview**

Of the six host cities, five are sizeable and all have experience delivering and hosting large international events. Dublin, Belfast, Cork, Limerick and Galway are sizeable cities with populations ranging from 75,000 to 1.1million and have significant event experience. Killarney, however, is not sizeable (14,000 population), with less experience in large scale international events.

The bid demonstrates significant support from the host cities which has been evident throughout the bid process. Each host city has provided a support letter, outlining the cities support for areas such as fan zone delivery, commercial rights protection, festivals and cultural programmes and the provision and coordination of public services, transportation and accommodation.

Fan zones have been proposed in each host city.

CITY	PROPOSED SITE	CAPACITY	LOCATION
DUBLIN	Several sites proposed	Ranging from 2,500 to 50,000	Within close proximity of city centre or match venue
CORK	Live at the Marquee venue and Kennedy Park	5,000 and 6,500	Within close proximity of city centre and match venue
BELFAST	Several sites proposed	Ranging from 6,000 to 45,000	Within close proximity of city centre or match venue
GALWAY	Several sites proposed	Ranging from 4,000 to 10,000	Within close proximity of city centre or match venue
KILLARNEY	Several sites proposed	Ranging from 3,000 to 15,000	Within close proximity of city centre or match venue
LIMERICK	Arthurs Quay Park	27,000	Within city centre and 2.7km from match venue

**Table 6: Fan zone Overview**



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The fan zone strategy is robust and many possible locations have already been identified in host cities. The strategy meets RWC's requirements in relation to location, capacity, safety, operational efficiency and commercial deliverables and there are no identified restrictions that may compromise the delivery of tournament obligations. It does not, however, outline any innovative ideas or plans that might make the fan zone delivery unique.

#### 4. TEAM BASES

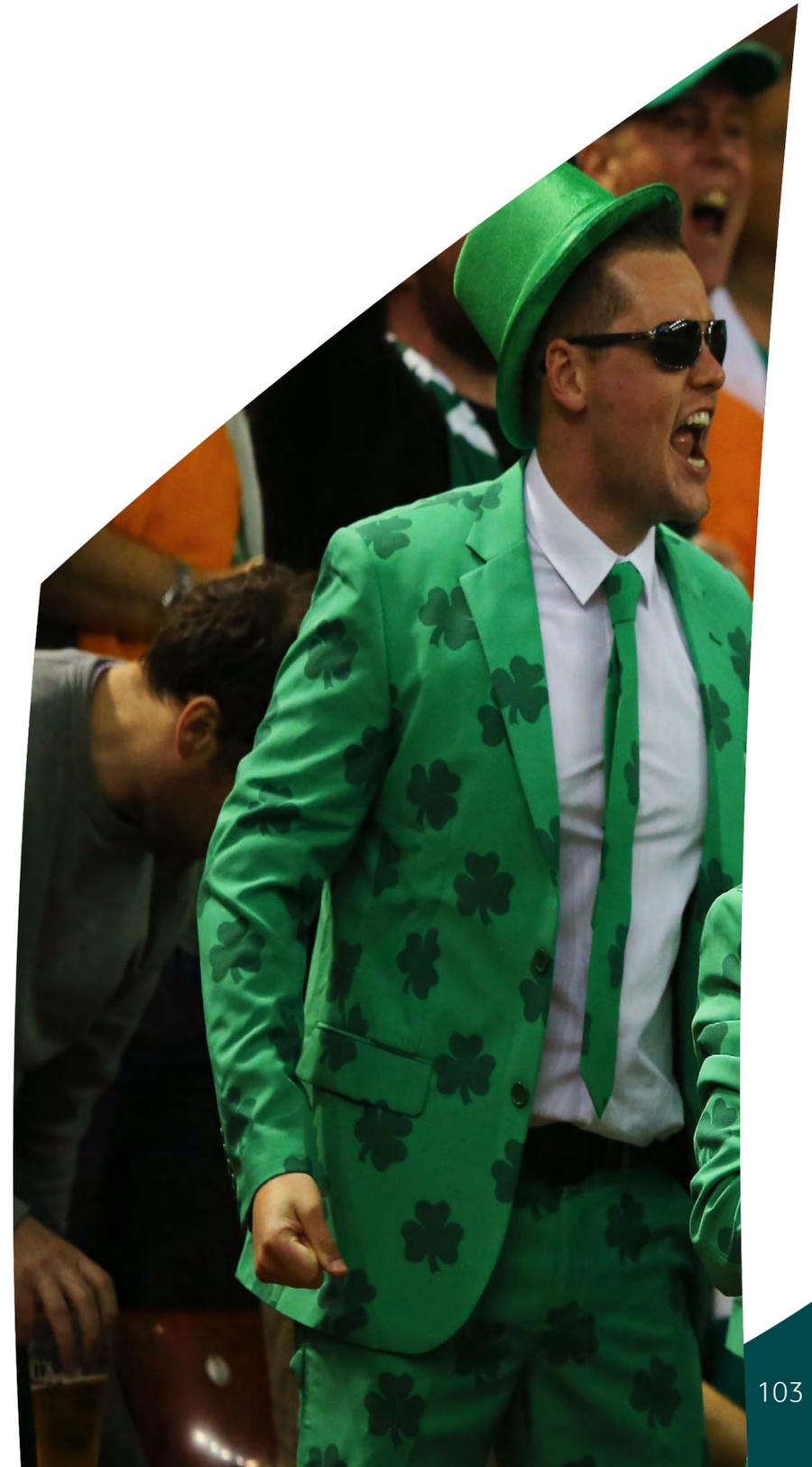
Ireland has presented a thorough and detailed understanding of the team base requirements and delivery of these bases for RWC 2023. The bid was developed with input from members of team management and players who participated in previous RWCs. Team operations and logistics expertise is evident in the information provided.

The key principles influencing the selections of the team base options included ensuring minimal travel times, appropriate levels of privacy and security, excellent pitch surfaces, and elite training facilities, which are the central pillars of a successful team base strategy. It is noted that there is flexibility and choice to suit individual team's needs, which would provide teams with the optimal

base. A significant list of key considerations covering all the required facilities were outlined. The bid also outlines examples of team training facilities that have hosted international teams. The proposal also states that player welfare would be the priority when selecting team base options.

The proposal also states that 85 team base options have already been identified that will meet or exceed the requirements for RWC 2023. Each base would be within easy reach of RWC match venues and training grounds. Four bases have been proposed as Semi-Final and Final base options. All have 4/5\* hotels and training facilities that would meet or exceed the standard and are within 20 minutes of the match venue.

Ireland has committed to providing training pitches that will reflect match venues both in pitch quality and size. They outline that existing funding initiatives and development plans are in place through the Government of Ireland, Northern Ireland Executive and the IRFU to enhance sports facilities throughout the island of Ireland. A maintenance programme would ensure the delivery of quality pitches which would also deliver a legacy for Irish rugby.



**APPENDIX 2 – OVERVIEW OF THE IRISH VENUE GUARANTEES**

VENUE	GUARANTEE LETTER(S)	AVAILABILITY	DEVELOPMENT WORKS	CLEAN VENUE + 500M RADIUS	GUARANTEE CONDITIONALITY
CROKE PARK, DUBLIN	Croke Park	No caveat	Covered	Included with radius caveat	No caveat
LANDSDOWNE ROAD, DUBLIN	New Stadium DAC (owned by the IRFU and Football Association of Ireland)	No caveat	Covered	Included with radius caveat	No caveat
PARC UI CHAOIMH, CORK	Cork County Committee of the GAA	No caveat	Covered	Included with radius caveat	No caveat
CASEMENT PARK, BELFAST	Antrim County Committee of the GAA	No caveat	Covered	Included with radius caveat	No caveat
RAVENHILL, BELFAST	IRFU Ulster Branch	No caveat	Covered	Included with radius caveat	No caveat
PEARSE STADIUM, GALWAY	Galway County Committee of the GAA	No caveat	Covered	Included with radius caveat	No caveat
FITZGERALD STADIUM KILLARNEY	Kerry County Committee of the GAA	No caveat	Covered	Included with radius caveat	No caveat
THOMAND PARK, LIMERICK	Thomond Park Stadium Company DAC (owned by the IRFU and IRFU Munster Branch)	No caveat	Covered	Included with radius caveat	No caveat



**SOUTH AFRICA  
WEIGHTED SCORING**

AREA	WEIGHTING	DETAILED AREA OF EVALUATION	SUB	SOUTH AFRICA	
				SCORE	WEIGHTED
<b>VENUES AND HOST CITIES</b>					
<i>MATCH VENUES AND HOST CITIES</i>		1. Bid includes a minimum of 8 venues that meet, or with upgrade / building works, will meet RWCL's minimum 'venue standards' requirements.	40%	4	40%
<i>TEAM SERVICES</i>	30%	2. Bid provides robust, tangible and enforceable venue guarantees from each venue owner committing them to all RWCL requirements including availability and clean venue requirements.	40%	3	30%
		3. Bid provides evidence of a comprehensive city programme and can demonstrate sufficient interaction with cities at bid stage.	10%	4	10%
		4. Bid demonstrates a sound plan for procuring team bases and acceptable sample team bases	10%	3.5	8.75%

**THE SCORE THAT HAS BEEN GIVEN TO SOUTH AFRICA FOR THE VENUE PROPOSAL IS 4.**

The key points that impact the scoring are:

- The South African bid proposes eight match venues across seven host cities that will either meet or exceed RWC requirements.
- All venues were either built or renovated for the FIFA World Cup 2010 and have continued to be upgraded to meet the standard.
- All match venues have hosted FIFA World Cup 2010 matches and international rugby matches.
- The bid recognises the venues may need upgrades to meet the standard in 2023 and appropriate budget has been allocated.
- South Africa has significantly exceeded expectations and has scored higher than France and Ireland because

all the venues are of world-class standard and ready to host RWC.

**THE SCORE THAT HAS BEEN GIVEN TO SOUTH AFRICA FOR THEIR MATCH VENUE GUARANTEES IS 3.**

The key points that impact the scoring are:

- Overall the guarantees provided meet the majority of RWCL's requirements and the exclusive use period is not caveated. For this reason the South African proposal is considered to be, on a relative scale, higher than France and at the same level as Ireland.

**THE SCORE THAT HAS BEEN GIVEN TO SOUTH AFRICA FOR THE CITY PROPOSAL IS 4.**

The key points that impact the scoring are:

- The South African cities have experience and relevant infrastructure having hosted FIFA World Cup 2010.
- The host cities are large, with populations ranging from 580,000 to over 8.3 million.
- The bid is clearly supported by the host cities and also demonstrates each host city's event strategy and the fan zone strategy is robust and highlights a unique international fan zone concept.

The South African city proposal scored the same as France as it exceeds expectations due to the existing infrastructure and significant major event experience.



### THE SCORE THAT HAS BEEN GIVEN TO SOUTH AFRICA FOR THE TEAM SERVICES PROPOSAL IS 3.5.

The key points that impact the scoring are:

- South Africa has committed to providing the best-ever player experience to maximise player performance and player welfare.
- South Africa has experience in hosting teams for the FIFA World Cup 2010.
- The bid identifies 60 training venues across seven host cities while ensuring all bases meet player welfare objectives. A short list of 46 optimal hotels and training venues was developed for the candidate phase.
- Four sample team bases are detailed which will meet or exceed RWC standards.
- The team base strategy highlights player welfare as a priority with minimal travel between event venues.
- South Africa scored high on team base infrastructure and procurement but could not be scored 4 as the proposed Team Base Allocation policy limits teams movement which may not meet their needs as they like a choice of team base options.





## EVALUATION DETAIL

### 1. MATCH VENUES

The South Africa bid proposes eight match venues in seven host cities.

VENUE	CITY	PROPOSED CAPACITY	PROPOSED MATCH CAT	CONSTRUCTED/UPGRADED
NATIONAL STADIUM	Johannesburg	84,373	F, SF & A	2010
CAPE TOWN STADIUM	Cape Town	65,990	QF & A	2009
MOSES MABHIDA STADIUM	Durban	67,990	QF & A	2009
ELLIS PARK STADIUM	Johannesburg	59,557	Bronze & A	2010
LOFTUS VERSFELD	Tshwane	48,038	B	2009
NELSON MANDELA BAY STADIUM	Nelson Mandela Bay	42,519	B	2009
FREE STATE STADIUM	Bloemfontein	43,120	B	2008
MBOMBELA STADIUM	Mbombela	41,538	B	2009

**Table 7: Venue Overview**

All venues hosted matches during FIFA World Cup 2010 and are recognised rugby venues having hosted international rugby, except for Moses Mabhida Stadium in Durban which regularly hosts international football.

Five of the venues (National Stadium, Cape Town Stadium, Moses Mabhida Stadium, Nelson Mandela Stadium and Mbombela Stadium) were built specifically for FIFA 2010, while the remaining three (Ellis Park, Loftus Versfeld and Free State Stadiums) were renovated for FIFA 2010.

All technical infrastructure such as floodlighting and big screens meet current RWC requirements. The bid initially stated that all venues were new builds or recently

renovated and therefore don't require any upgrade work. However, following the clarifications process, the South African bid recognises that all venues will require some form of upgrades to ensure the venues can deliver the required standard in 2023. The bid recognises that overlay will be required in all venues to meet RWC requirements and this has been captured in the budget.

The maps provided evidence of a significant amount of space planning with all spaces capable of satisfying RWC requirements and standards. The maps detail all relevant match operations, rugby operations, broadcast, media, event management, hospitality and spectator

spaces and proposed venues can all accommodate key RWC stakeholder operations on venue, or within close proximity of the venue.

Although there are no issues with playing enclosures, dimensions at the proposed Final venue, the National Stadium and the proposed Bronze Final venue, Ellis Park Stadium, both in Johannesburg, are unlikely to achieve optimal requirements (100m x 70m x 10m, with 5m run offs). Following the clarifications process, it is possible that the National Stadium could achieve a playing enclosure of 100m x 70m x 8m with 5m run offs, however, there will be an impact on seat kills as it is likely that broadcast cameras and photographers will need to be located in the seating bowl. For Ellis Park, it is likely that the in-goal areas will also need to be 8m but this will also achieve optimal run off areas. Additional regulation 22 surface will be required to cover existing concrete. Although optimal playing enclosure dimensions may not be achievable in these venues, they will still be able to comfortably accommodate minimum RWC requirements and therefore cannot be marked down against the Irish venues, that can achieve optimal dimensions across the board.

### 2. MATCH VENUE GUARANTEES

All of the proposed South African venues are built, and the guarantees cover the required period of exclusive use without any caveat. On this particular issue there is a distinction between the French and South African bids which is a factor in the relative scoring between them.



### 3. HOST CITIES

All of the seven host cities have previously hosted FIFA World Cup 2010, as well as other major international events.

As noted in the match venue section, following the clarifications process, the South African bid recognised that all match venues will require some form of upgrades to ensure the venues can deliver the required standard in 2023. The Hosting Agreement appropriately captures these obligations.

In relation to the clean stadium obligations, these are fully covered in the guarantees. In relation to the 500m radius, it is accepted by RWCL that the full radius for each match venue does not fall within the ownership or control of the venue owners and an acceptable adjustment was therefore made to the venue guarantees. The Hosting Agreement contains obligations on SARU to secure all advertising inventory within the 500m radius and to protect RWCL and its commercial partners from ambush marketing. RWCL therefore has appropriate protection on this issue.

Overall the guarantees provided meet the majority of RWCL’s requirements with the minor adjustments that have been highlighted. For this reason, the South African proposal cannot be given full marks but it is considered to be on a relative scale higher than France and at the same level as Ireland.

CITY	VENUE	PROPOSED MATCH CATEGORY	POPULATION	CITY SUPPORT PROVIDED
JOHANNESBURG	National Stadium & Ellis Park Stadium	F, SF & A Bronze & A	8,334,960	Yes
CAPE TOWN	Cape Town Stadium	QF & A	3,740,026	Yes
DURBAN	Moses Mabhida Stadium	QF & A	3,442,361	Yes
TSHWANE	Loftus Versfeld	B	2,921,488	Yes
NELSON MANDELA BAY	Nelson Mandela Bay Stadium	B	1,152,115	Yes
BLOEMFONTEIN	Free State Stadium	B	747,431	Yes
MBOMBELA	Mbombela Stadium	B	588,794	Yes

**Table 8: City Overview**

All of the host cities are sizeable with population sizes ranging from 588,000 in Mbombela to over 8.3 million in Johannesburg. These seven cities are the largest in South Africa and not only benefit from having suitable stadia, but have existing infrastructure such as accommodation and transport facilities to cope with the RWC demand.

The bid provides summaries of all host city/ regional event strategies and demonstrates clear engagement from the host cities. However, although the bid guarantees host city support, there are no letters of support at this stage.



# VENUES AND HOST CITIES

Fan zones have been proposed in each host city.

CITY	PROPOSED SITE	CAPACITY	LOCATION
JOHANNESBURG	Montecasino & an alternative venue	5,000	Not specified
CAPE TOWN	Grand Parade	5,000	Not specified
DURBAN	Botanical Gardens & alternative venues	5,000	Not specified
TSHWANE	Union Buildings & alternative venues	5,000	Not specified
NELSON MANDELA BAY	Westbourne Oval & an alternative venue	5,000	Not specified
BLOEMFONTEIN	Mangaung Outdoor Sports Centre & an alternative venue	5,000	Not specified
MBOMBELA	KaNyamazane Stadium	5,000	Not specified

**Table 9: Fan zone Overview**

Fan zone locations have been identified, as they were used for FIFA World Cup 2010. The strategy is robust, achievable and meets RWC’s requirements in relation to location, capacity, safety, operational efficiency and commercial deliverables. There are also no identified restrictions that may compromise the delivery of tournament obligations.

The fan zones are tried and tested with existing walking routes and transport plans to service the tournament. There is also an innovative concept in relation to the international fan zones. Seven international fan zones were utilised in 2010 and added another layer of engagement to the tournament. The bid also outlines the event strategies for each of the host cities.

## 4. TEAM BASES

South Africa is focussed on a commitment to provide the best-ever player experience in the history of RWC to maximise peak player performance and player welfare. A key pillar of this strategy is delivering a tournament with eight match venues, centred around a match schedule and team base solution designed to maximise player welfare ahead of cost or any other considerations. The key considerations for the selection of team bases were clearly outlined.

South Africa has developed a proposed “team base allocation policy” centred around teams having a long-term base for the pool phase. Although this minimises

travel during the pool phase, this limits a teams’ choice of how they might prefer to move to suit the needs of their specific team. As per current practice, teams like to select the type of base (multiple, long term, short term) therefore any proposed Team Base Allocation policy will require participating teams review and support.

South Africa has identified 60 training venues across seven host cities while ensuring all bases meet player welfare objectives. A short list of 46 optimal hotels and training venues was developed for the candidate phase. The majority of the 60 training venues have been used by international rugby teams, Super Rugby teams or international football teams for the 2010 FIFA World Cup South Africa.

Of the 60 training venues, 46 meet or exceed requirements with training facilities in one complex and the remaining 14 meet the requirements except for having a swimming pool onsite, but have access to Virgin Gyms within 10km.

All training venue options are a maximum of 17 minutes (10.8 km) travel time from the teams’ accommodation, which surpasses the defined 30-minute requirement by 13 minutes.

The bid confirms that the outdoor training ground pitches will comply with match management standards.

An overview of four team bases is outlined in the bid. All hotels and training facilities and timings would meet or exceed the standard.

**APPENDIX 3 – OVERVIEW OF THE SOUTH AFRICAN VENUE GUARANTEES**

VENUE	GUARANTEE LETTER(S)	AVAILABILITY	DEVELOPMENT WORKS	CLEAN VENUE + 500M RADIUS	GUARANTEE CONDITIONALITY
NATIONAL STADIUM, JOHANNESBURG	Stadium Management South Africa (Pty) Ltd	No caveat	Covered	Included with radius caveat	No caveat
ELLIS PARK STADIUM, JOHANNESBURG	Ellis Park Stadium (Pty) Ltd	No caveat	Covered	Included with radius caveat	No caveat
CAPE TOWN STADIUM	City of Cape Town	No caveat	Covered	Included with radius caveat	No caveat
MOSES MABHIDA STADIUM, DURBAN	City Manager, Ethekewini Municipality	No caveat	Covered	Included with radius caveat	No caveat
LOFTUS VERSFELD, TSHWANE	Blue Bulls Company (Pty) Ltd	No caveat	Covered	Included with radius caveat	No caveat
NELSON MANDELA BAY STADIUM	City Manager, Nelson Mandela Bay Municipality	No caveat	Covered	Included with radius caveat	No caveat
FREE STATE STADIUM, BLOEMFONTEIN	Free State Cheetahs (Pty) Ltd	No caveat	Covered	Included with radius caveat	No caveat
MBOMBELA STADIUM	City of Mbombela Local Municipality	No caveat	Covered	Included with radius caveat	No caveat



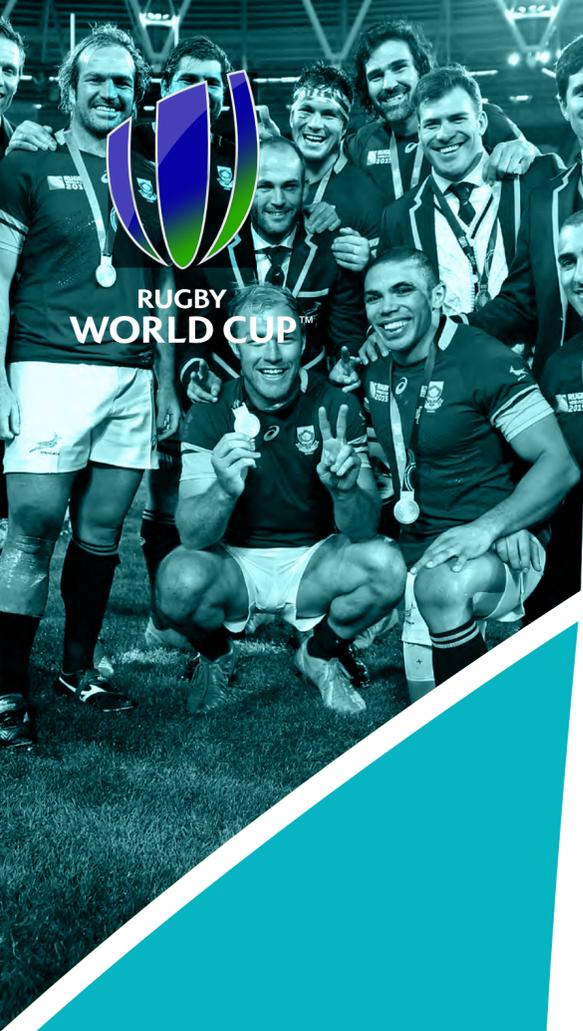
RWC 2023  
FUNCTIONAL AREA EVALUATION  
FINANCIAL, COMMERCIAL & COMMITMENTS

# FINANCIAL, COMMERCIAL & COMMITMENTS



## WEIGHTED SCORING COMPARATIVE

AREA	WEIGHTING	DETAILED AREA OF EVALUATION	SUB	FRANCE		IRELAND		SOUTH AFRICA	
				SCORE	WEIGHTED	SCORE	WEIGHTED	SCORE	WEIGHTED
<b>FINANCIAL, COMMERCIAL &amp; COMMITMENTS</b>		1. Bid confirms that the minimum Tournament Fee of £120 million will be met and provides robust, tangible and enforceable Government Guarantee(s) for the Tournament Fee.	30%	3	22.5%	2.5	18.75%	4	30%
<i>GOVERNMENT SUPPORT</i>		2. Bid sets out a Tournament Budget that:							
<i>BROADCAST LANDSCAPE</i>		<ul style="list-style-type: none"> <li>Is sufficient to cover the expected costs of hosting Rugby World Cup 2023</li> <li>Includes an appropriate level of commentary explaining the assumptions made in formulating it</li> </ul>	20%	3	15%	4	20%	3.5	17.5%
<i>LEGISLATION AND CUSTOMS</i>		<ul style="list-style-type: none"> <li>Includes the necessary insurance levels</li> <li>Provides robust, tangible and enforceable guarantee(s)/underwrite for the Tournament Budget.</li> <li>Is viable</li> </ul>							
<i>FINANCIAL FEASIBILITY</i>	35%								
<i>COMMERCIAL RIGHTS</i>		3. Bid demonstrates a strong level of support from government and provides robust, tangible and enforceable government guarantees for tax exemptions, customs, immigration and visas, commercial rights protection and national security.	15%	3	11.25%	3	11.25%	3	11.25%
<i>GUARANTEES</i>		4. Bid provides evidence that the commercial programme values will be optimised in the host country.	25%	4	25%	3	18.75%	2	12.5%
		5. Bid (and independent due diligence) demonstrates that the Rugby World Cup 2023 will take place in a secure political and economic environment.	10%	3	7.5%	3	7.5%	2	5%
		<b>TOTAL</b>	<b>35%</b>		<b>28.44%</b>		<b>26.69%</b>		<b>26.69%</b>



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RWC 2023  
FUNCTIONAL AREA  
EVALUATION



## INTRODUCTION

### FINANCIAL FEASIBILITY

It is important to the successful staging of the tournament that the host ensures that they can deliver a financially and commercially viable event, including the payment of the Tournament Fee to World Rugby, to ensure the continued investment in and growth of our sport.

This section evaluates the proposals from candidates relating to the payment of the Tournament Fee, the security of the Tournament Budget, the value of World Rugby's commercial rights in each potential host territory, and the various guarantees and commitments required to support the financial and commercial viability of the tournament.

#### 1. Tournament Fee

It was a requirement of the bidding process for each candidate to confirm a Tournament Fee payable to RWCL of a minimum of £120 million. Candidates were permitted to propose a Tournament Fee in excess of this minimum figure.

Candidates were also required to confirm how the Tournament Fee would be paid and guaranteed. World Rugby was consistently clear with all candidates (from the outset of the host selection process) that the optimum position for World Rugby is a Tournament Fee (1) paid by the Government of the host nation, without recourse to the Tournament Budget—as this ensures that expenditure on the delivery of an outstanding tournament is not put under pressure by the Tournament Fee requirements in the event of pressure on Tournament Revenues (particularly ticket sales); and (2) that the full Tournament Fee should be secured by an appropriate state or Government guarantee.

# FINANCIAL, COMMERCIAL & COMMITMENTS

World Rugby's position in this regard is supported by the proven economic impact to the host nation and host government of RWC, as the level of Tournament Fee (and overall RWC hosting costs) is significantly lower than the economic impact enjoyed by the host nation, and often lower than the direct taxation returns to the host Government.

All three candidates have met the minimum requirements in this area, with differentiation both in relation to the level of Tournament Fee offered, and the nature of the payment and guarantee which is reflected in the different scores that have been allocated. These fees and guarantees are fully contracted through the Hosting Agreement signed by each candidate.

#### 2. Tournament Budget & Financial Feasibility

It was also a requirement of the process for each candidate to submit a Tournament Budget, covering all tournament expenditure required to deliver to the "Standard" in each area. It is important for World Rugby to have a clear understanding of the required budget in each potential host nation, and for each candidate to demonstrate their understanding of this expenditure, and to provide a realistic budget. As in all areas of the process, World Rugby provided substantial information from previous tournaments to assist candidates in making their assessment.

All three candidates have provided detailed Tournament Budget submissions, based on 2017 pricing (in local currency and converted to sterling for comparison purposes).

Candidates were asked to detail how they would plan to

finance the organisation and staging of the tournament, and it was made clear to candidates that the Tournament Budget should be guaranteed or underwritten by an appropriate third party, ideally the national Government. The rationale for such a guarantee is to provide World Rugby with confidence that the quality of delivery of the tournament (required to meet the Standard) will not be compromised by revenue shortfalls and/or cashflow concerns.

There is some level of differentiation between the candidates in the Tournament Budget provision and guarantee/underwrite as outlined in the evaluation report.

#### 3. Government Support and Public Sector Guarantees

The backing and support from Government is critical for the effective operation of a RWC tournament. There are a number of areas that fall outside of a candidate's powers and the candidates were required to procure written commitments from their Governments to support the tournament in the following areas:

- Host territory security including the related costs;
- Legislation to prevent ambush marketing and the unauthorised sale of match tickets on the secondary market;
- RWCL and its commercial partners being free and unencumbered to exploit the commercial rights relating to the tournament;
- Securing entry and exit permits for the Unions that qualify for the tournament;



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- Assistance with customs, duties and taxes for the temporary import and export of goods; and
- Tax.

All candidates received support and signed “guarantees” were submitted from each candidate in the timeframe required.

There are additional obligations on the candidates in the Hosting Agreement to help lobby for major event legislation and to continue to work with their Governments to facilitate the operational and commercial success of the tournament. This continued support will be required and RWCL would like to see specific major event legislation in all territories to help underpin the commitments already provided.

There are no material differences in the Public Sector Guarantees that were submitted by each candidate and there is therefore nothing to separate them in the scoring for this particular element of the evaluation.

#### 4. Commercial Programme values

World Rugby derives the vast majority of its revenues from the staging of Rugby World Cup once every four years, and those revenues are comprised of the Tournament Fee and the commercial rights revenues (with the latter being the bigger revenue stream). Therefore, the projected value of RWCL’s commercial rights in a potential host territory is an important consideration in the assessment of the candidates.

As part of the evolution of the RWC hosting model, World Rugby made specified commercial rights available to the candidates for the first time. The candidates were invited

## FINANCIAL, COMMERCIAL & COMMITMENTS

to make proposals relating to:

- Sponsorship rights below the top tier (or Worldwide Partner level) – the second tier of “Official Sponsor” rights, and third tier of “Tournament Supplier” rights are traditionally acquired by corporates headquartered in the host territory; and
- Corporate hospitality rights, along with the associated ticket-inclusive “Travel Package” (or supporter tour) rights and catering rights. These rights have significant synergies with the ticketing programme operated and delivered by the Host/OC.

Each of the candidates provided proposals in relation to the above commercial rights, with France and Ireland proposing to acquire both sets of rights, and South Africa proposing to acquire the hospitality and related rights only. Commercial contracts have been concluded with all three candidates in this regard and the rights values are evaluated in the report.

In addition to the specified commercial rights made available to the candidates, the total commercial and broadcast rights value that World Rugby/RWCL would likely derive from each potential host nation has been forecast. World Rugby engaged IMG and IMG Media to analyse these rights values on the basis of IMG’s experience and expertise in this area, having represented RWCL in the sale of such rights since RWC 1995. The relative valuations are set out in the report – these are prudent and potentially conservative valuations, but consistently arrived at with the application of appropriate valuation measures.

The overall value of World Rugby commercial rights (contracted and forecast) for each host territory has then been used to arrive at the relevant scores, which therefore differ between the three candidates.

#### 5. Secure Political and Economic Environment

Staging RWC 2023 in a host country with a stable and secure political and economic environment is important to the successful organisation and delivery of the tournament, to World Rugby continuing to grow the brand and reputation of the tournament, and to optimising the commercial values derived from RWC.

In addition to considering submissions from the candidates in this regard, World Rugby commissioned independent research from Dow Jones Sports Intelligence, a division of the Dow Jones group which specialises in due diligence of this nature and has worked in a number of similar major event host selection processes.

The Dow Jones Sports Intelligence research was made available to candidates to provide their observations and comments. Ireland and South Africa provided commentary on the Dow Jones Sports Intelligence research – this commentary can be seen at the end of Appendix 1. The commentary received from Ireland and South Africa was provided to Dow Jones Sports Intelligence for consideration by them and, where Dow Jones Sports Intelligence accepted the observations from Ireland and South Africa, the report was refined and updated accordingly. The Dow Jones Sports Intelligence report included in Appendix 1 reflects the final research output following the appropriate incorporation of the observations of Ireland and South Africa.

## 1. TOURNAMENT FEE

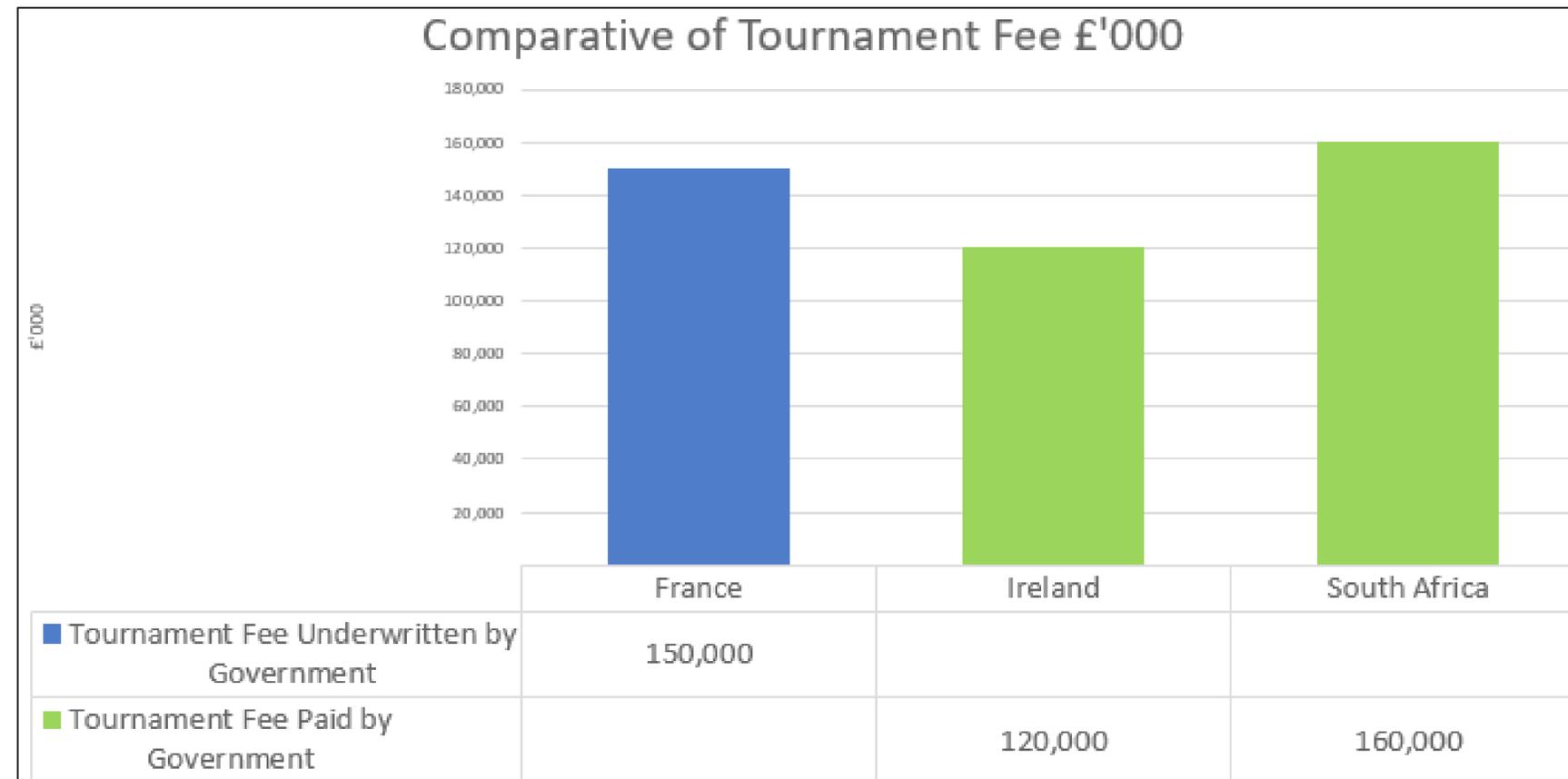
### SCORING NOTES

1. Bid confirms that the minimum Tournament Fee of £120million will be met and provides robust, tangible and enforceable Government Guarantee(s) for the Tournament Fee.

4	3	2	1	0
Bid confirms a Tournament Fee of more than £120million and provides evidence that the Fee is guaranteed by national government.	Bid confirms a Tournament Fee of £120million and provides evidence that the Fee is guaranteed by national government.	Bid confirms a Tournament Fee of £120million or more, but RWCL has some concerns about the level of guarantee.	Bid confirms a Tournament Fee of less than £120million and/or does not provide any evidence the fee is guaranteed by national government.	

## EVALUATION SUMMARY - FRANCE

### TOURNAMENT FEE COMPARATIVE





PAGES 116-132 HAVE BEEN REDACTED AS THEY CONTAIN  
COMMERCIALY SENSITIVE AND CONFIDENTIAL INFORMATION



RWC 2023  
APPENDIX 1  
DOW JONES SPORTS INTELLIGENCE REPORT





APPENDIX 1 HAS BEEN REDACTED AS IT CONTAINS  
COMMERCIALY SENSITIVE AND CONFIDENTIAL INFORMATION



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RWC 2023  
APPENDIX 2  
IMG COMMERCIAL ANALYSIS





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COMMERCIALY SENSITIVE AND CONFIDENTIAL INFORMATION



RWC 2023  
APPENDIX 3  
FULL EVALUATION MATRIX



# 1. VISION AND HOSTING CONCEPT

1. OBJECTIVES AND HOSTING CONCEPT

2. SUSTAINABILITY



		FRANCE		IRELAND		SOUTH AFRICA		
WEIGHTING	DETAILED AREA OF EVALUATION	SUB WEIGHTING	SCORE (0-4)	WEIGHTED SCORE	SCORE (0-4)	WEIGHTED SCORE	SCORE (0-4)	WEIGHTED SCORE
10%	1. Bid presents an exciting and innovative concept for Rugby World Cup 2023 that has clear and tangible objectives that align with World Rugby's strategic goals.	35%	2.5	21.88%	3	26.25%	2	17.50%
	2. Bid outlines sustainability initiatives that will be implemented and provides sufficient evidence that the host will deliver a sustainable event.	30%	3	22.50%	2	15.00%	2.5	18.75%
	3. Bid sets out an Impact Beyond 2023 Programme that will enhance rugby participation and contribute to the development of rugby across the host nation, region and the globe.	35%	3	26.25%	3	26.25%	3	26.25%
<b>SUBTOTAL</b>		<b>100%</b>		<b>7.06%</b>		<b>6.75%</b>		<b>6.25%</b>



# 1. VISION AND HOSTING CONCEPT

## 1. OBJECTIVES AND HOSTING CONCEPT

## 2. SUSTAINABILITY

		SCORING NOTES				
QUESTIONS		4	3	2	1	0
1.1 1.2 1.3 1.4	<p>Bid presents an exciting and innovative concept that aims to go 'above and beyond' previous Rugby World Cups. It includes objectives that are ambitious, innovative and achievable. In particular:</p> <ul style="list-style-type: none"> <li>a compelling vision for wraparound cultural, entertainment and educational elements has been well articulated</li> <li>the concept outlines a compelling proven operational and commercial platform with a focus on social integration</li> <li>new event innovations have been identified and the successful implementation is feasible</li> <li>key stakeholder groups can expect a unique and differentiated experience.</li> </ul>	<p>Bid presents a compelling concept that includes objectives that are achievable and beneficial to the sport. In particular:</p> <ul style="list-style-type: none"> <li>additional non-sport content has been incorporated into the vision, including cultural, entertainment and educational elements</li> <li>a solid operational and commercial platform with some proof of previous successful implementation is outlined</li> <li>the need for event innovation is recognised and some concepts are outlined</li> <li>key stakeholder groups can expect an operationally strong experience.</li> </ul>	<p>Bid presents a concept that is limited and includes objectives that do not align with RWCL's ambitious nature. In particular:</p> <ul style="list-style-type: none"> <li>limited non-sport content is outlined</li> <li>limited evidence of a strong operational and commercial platform or a commitment to social integration</li> <li>whilst event innovation is recognised, limited examples are provided</li> <li>the stakeholder experience described is incomplete or infeasible</li> <li>social integration elements are limited and incomplete.</li> </ul>	<p>Bid includes a concept and objectives that are unclear and/or unachievable. In particular:</p> <ul style="list-style-type: none"> <li>the non-sport concept is unclear and / or confused</li> <li>the operational and commercial platform is poorly described or projected performance is infeasible</li> <li>little or no reference to implementable innovations</li> <li>provision for some key stakeholders is insufficient</li> <li>social integration elements are limited and incomplete.</li> </ul>		
2.1 2.2 2.3 2.4 2.5 2.6 2.7 2.14	<p>Bid articulates its sustainability initiatives which are far-reaching and innovative. The bid provides RWCL with a high level of confidence that these will all be implemented.</p>	<p>Bid articulates its sustainability initiatives. The bid provides RWCL with a high level of confidence that these will all be implemented.</p>	<p>Sustainability initiatives in only one or two areas are outlined. The bid provides insufficient evidence that these will be implemented.</p>	<p>Sustainability initiatives are alluded to, but the references are limited and no clear evidence is included.</p>		
2.8 2.9 2.10 2.11 2.12 2.13	<p>Bid articulates an ambitious, realistic and deliverable Beyond 2023 programme and outlines a robust methodology for implementation. Bid also explains why the host union is committed to delivering such a programme. The bid outlines a strong current level of Rugby participation and support, combined with an ambitious yet achievable targets for sustained growth.</p>	<p>Bid articulates a realistic and deliverable Beyond 2023 programme and outlines a robust methodology for implementation.</p>	<p>Bid discusses the concept of a Beyond 2023 programme but doesn't discuss programme objectives. A sufficient methodology is included.</p>	<p>Bid references a Beyond 2023 programme, but information is limited. Evidence of how the programme will be implemented is missing or gaps.</p>		

## 2. TOURNAMENT, ORGANISATION & SCHEDULE

### 3. CONTRACTING PARTY, RESPONSIBILITY FOR DELIVERY AND TOURNAMENT ORGANISATION

#### 5. TOURNAMENT DATES AND SCHEDULE

#### 15. OTHER MAJOR EVENTS



WEIGHTING	DETAILED AREA OF EVALUATION	SUB WEIGHTING	FRANCE		IRELAND		SOUTH AFRICA	
			SCORE (0-4)	WEIGHTED SCORE	SCORE (0-4)	WEIGHTED SCORE	SCORE (0-4)	WEIGHTED SCORE
5%	1. Bid ensures that the hosting agreement will be signed by a legal entity that can be responsible for organising the Rugby World Cup and will ensure compliance with the hosting agreements.	50%	3	37.50%	3	37.50%	3	37.50%
	2. Bid presents a proposed organisation structure that is deemed, at this stage, to be of the right capability and structure to organise an event of the stature of the Rugby World Cup.	25%	3	18.75%	3	18.75%	3	18.75%
	3. Bid demonstrates that the host nation has substantial experience in hosting major events of a similar stature, that no other event will impact RWC 2023, and confirms the tournament window.	25%	3	18.75%	2	12.50%	3.5	21.88%
<b>SUBTOTAL</b>		<b>100%</b>		<b>3.75%</b>		<b>3.44%</b>		<b>3.91%</b>



2. TOURNAMENT, ORGANISATION & SCHEDULE  
 3. CONTRACTING PARTY, RESPONSIBILITY FOR DELIVERY AND TOURNAMENT ORGANISATION  
 5. TOURNAMENT DATES AND SCHEDULE  
 15. OTHER MAJOR EVENTS

SCORING NOTES

QUESTIONS	4	3	2	1	0
3.1 3.4 3.5	Bid explains which legal entity will sign the hosting agreement and provides RWCL with sufficient information that the legal entity currently exists. The bid also provides RWCL with a high level of confidence as to how compliance with the hosting agreement will be guaranteed and that the signing party is appropriately empowered to ensure performance.	Host has made clear its plan for the formation of an OC which will be established within 90 days of the award date and that it will be appropriately empowered to ensure performance.	Bid explains which legal entity will sign the hosting agreement and confirms the entity will be set up by the time of the hosting decision. The bid also provides RWCL with the required minimum level of confidence as to how compliance with the hosting agreements will be guaranteed.  Host has made clear its plan for the formation of an LOC which will be established within 90 days of the award date and that it will be appropriately empowered to ensure performance.	Bid makes a commitment as to which legal entity will sign the hosting agreement, but it is not clear exactly how it will ensure compliance with the hosting agreements.  Host has not made clear its plan for the formation of an LOC which will be established within 90 days of the award date, or does not give sufficient evidence that it will be appropriately empowered to ensure performance.	No information provided, or the bid states that no legal entity will sign the hosting agreement.
3.2 3.3 12.13 12.14	Bid presents a comprehensive organisation structure that integrates appropriately empowered delivery agencies.  Bid presents a comprehensive Local Organising Committee structure that delivers all required functions.	Bid presents a comprehensive organisation structure that integrates appropriately empowered delivery agencies.	There are some potential gaps in the Local Organising Committee structure that the bid presents.	Bid presents an organisation structure that raises questions about how the appropriately empowered delivery agencies are integrated.  There are some potential gaps in the Local Organising Committee structure that the bid presents.	Insufficient information provided.



2. TOURNAMENT, ORGANISATION & SCHEDULE  
 3. CONTRACTING PARTY, RESPONSIBILITY FOR DELIVERY AND TOURNAMENT ORGANISATION  
 5. TOURNAMENT DATES AND SCHEDULE  
 15. OTHER MAJOR EVENTS

SCORING NOTES

QUESTIONS	4	3	2	1	0
5.1	Bid demonstrates exceptional experience in hosting major events. This is evidenced by including details of the bidding nation's experience in hosting a large number of high profile events that are similar in scale to Rugby World Cup. The bid builds on this by evidencing how the staging of Rugby World Cup will be enhanced by this experience (e.g. by a commitment to including key personnel from other major events in the Rugby World Cup OC).		Bid demonstrates a good level of experience in hosting major events. This is evidenced by including details of the bidding nation's experience in hosting a number of high profile events that are similar in scale to Rugby World Cup.	Bid demonstrates an acceptable level of experience in hosting major events. This is evidenced by including details of the bidding's nation experience in hosting some high profile events, at least one of which is similar in scale to Rugby World Cup.	Bid demonstrates evidence of hosting large events, but these events are not on the scale of rugby World Cup. The bidder does not provide RWCL with enough confidence that they have the necessary experience to successfully host a Rugby World Cup.
5.2	Bid articulates an event schedule which sits within the tournament window, is acceptable to RWCL, will appear balanced and fair to all competitors and does not have any adverse restrictions on kick off times. Additionally, the event schedule will not be adversely impacted by other major events in the region. This is evidenced by the fact that there are no other comparable major events taking place in the 12 months preceding or 12 months following the proposed schedule, or through appropriate mitigation that any conflicting events will not impact on RWC2023.		Bid articulates an event schedule which sits within the tournament window, is acceptable to RWC and will appear balanced and fair to all competitors. There are some restrictions on kick off times but these will not impact the success of the tournament. Additionally, the event schedule will not be adversely impacted by other major events in the region. This is evidenced by the fact that there are no other comparable major events taking place in the 12 months preceding or 12 months following the proposed schedule, or through appropriate mitigation that any conflicting events will not impact on RWC2023.	Bid articulates an event schedule which sits within the tournament window, is acceptable to RWC and will appear balanced and fair to all competitors. No adverse restrictions on kick off times.	Bid does not provide a comprehensive event schedule. RWC lacks confidence that an acceptable event schedule can be delivered and / or there are notable restrictions that will impact scheduling.
5.3					
5.4					
15.1					
15.2					
15.3					
				The bid articulates that another major event is taking place in the territory in the 12 months preceding or 12 months following the proposed schedule, but does not provide enough mitigating factors to give RWCL full confidence that RWC2023 will not be impacted.	Bid articulates that another major event is taking place in the territory in the 12 months preceding or 12 months following the proposed schedule, but does not provide any mitigating solutions to ensure RWC 2023 will not be impacted.

### 3. VENUES AND HOST CITIES

6. MATCH VENUES AND HOST CITIES

7. TEAM SERVICES



FRANCE



IRELAND



SOUTH AFRICA

WEIGHTING	DETAILED AREA OF EVALUATION	SUB WEIGHTING	SCORE (0-4)	WEIGHTED SCORE	SCORE (0-4)	WEIGHTED SCORE	SCORE (0-4)	WEIGHTED SCORE
30%	1. Bid includes a minimum of 8 venues that meet or, with upgrade / building works, will meet RWCL's minimum 'venue standards' requirements.	40%	3.5	35.00%	2.5	25.00%	4	40.00%
	2. Bid provides robust, tangible and enforceable venue guarantees from each venue owner committing them to all RWCL requirements, including availability and clean venue requirements.	40%	2.5	25.00%	3	30.00%	3	30.00%
	3. Bid provides evidence of a comprehensive city programme and can demonstrate sufficient interaction with cities at bid stage.	10%	4	10.00%	3.5	8.75%	4	10.00%
	4. Bid demonstrates a sound plan for procuring team bases and acceptable sample team bases.	10%	2.5	6.25%	3.5	8.75%	3.5	8.75%
	<b>SUBTOTAL</b>	<b>100%</b>		<b>22.88%</b>		<b>21.75%</b>		<b>26.63%</b>

SCORING NOTES					
QUESTIONS	4	3	2	1	0
6.1 - 6.33	<p>Bid provides comprehensive detail of a minimum of 8 match venues that ensure RWCL has a high level of confidence that all venues will meet or exceed minimum standards. These venues are all built, or will require minimal development work (updating / refurbishing existing facilities). Where minimum standards cannot be delivered, a robust and proven alternative solution has been provided.</p>	<p>Bid provides comprehensive detail of a minimum of 8 match venues that ensure RWCL has a good level of confidence that all venues will meet or exceed minimum standards. It is expected that between one and two of these venues will require extensive redevelopment (beyond simply updating / refurbishing existing facilities) or may not be built yet. Where minimum standards cannot be delivered, a robust and proven alternative solution has been provided.</p>	<p>Bid provides comprehensive detail of a minimum of 8 match venues. Due to the need for extensive construction or renovation, RWCL has a lower level of confidence that all venues will meet or exceed minimum standards. It is expected that between three and four of these venues will require extensive redevelopment (beyond simply updating / refurbishing existing facilities) or may not be built yet. Where minimum standards cannot be delivered, a robust and proven alternative solution has been provided.</p>	<p>Bid provides comprehensive detail of a minimum of 8 match venues. Due to the need for extensive construction or renovation, RWCL has a lower level of confidence that all venues will meet or exceed minimum standards. It is expected that more than 5 venues will require extensive redevelopment (beyond simply updating / refurbishing existing facilities) or may not be built yet.</p> <p>OR</p> <p>A number of venues propose to deliver significant levels of minimum requirements outside of the venue perimeter, increasing operational complexity.</p>	<p>No information provided.</p> <p>OR</p> <p>Bid does not provide detail of a minimum of 8 match venues that ensure RWCL has a high level of confidence that all venues will meet or exceed minimum standards.</p> <p>OR</p> <p>Bid indicates that it will use more than 10 venues.</p>

SCORING NOTES					
QUESTIONS	4	3	2	1	0
16.2	<p>Robust, tangible and enforceable venue guarantees are provided from all venue owners, committing them to all RWCL requirements.</p> <p>Guarantees are provided in the format that RWCL stipulate, as per the template provided.</p> <p>The guarantees include explicit reference to guaranteeing development work will be completed and RWCL has confidence that these guarantees are sufficient to ensure venue delivery.</p> <p>Guarantees have been provided that allow RWCL to exploit all commercial rights unencumbered by any existing commercial relationships for the full event period at all venues.</p>	<p>Robust, tangible and enforceable venue guarantees are provided from all venue owners, committing them to the large majority of RWCL requirements. There are some RWCL requirements that are not explicitly guaranteed, but mitigations are acceptable to RWCL.</p> <p>Guarantees are provided in the format that RWCL stipulate, as per the template provided.</p> <p>The guarantees include explicit reference to guaranteeing planned development / construction work. This gives RWCL a good level of comfort that venue delivery is assured.</p> <p>Guarantees have been provided that allow RWCL to exploit all commercial rights unencumbered by any existing commercial relationships for the full event period at all venues.</p>	<p>Enforceable guarantees have been provided by all venues, however there are key operational requirements that have been omitted from the guarantees.</p> <p>Guarantees are provided in the format that RWCL stipulate, as per the template provided.</p> <p>Guarantees provide an acceptable level of comfort regarding planned development or construction work.</p> <p>Guarantees have been provided that allow RWCL to exploit all commercial rights unencumbered by any existing commercial relationships for the full event period at all venues.</p>	<p>Guarantees have been provided for all venues, but RWCL has concerns about their enforceability, or specific elements of the guarantee.</p> <p>OR</p> <p>Guarantees are not provided in the format that RWCL stipulate.</p> <p>OR</p> <p>Guarantees provide a less than acceptable level of comfort that all planned development / construction work is properly underwritten.</p> <p>OR</p> <p>Guarantees have been omitted that cause concern that RWCL can exploit all commercial rights at all venues unencumbered.</p>	No information provided.

# 3. VENUES AND HOST CITIES

## 6. MATCH VENUES AND HOST CITIES

### 7. TEAM SERVICES

SCORING NOTES					
QUESTIONS	4	3	2	1	0
6.34 6.35 6.36 7.3 7.4	<p>Bid articulates host cities which are sizeable, all of which have significant experience in hosting major / large international events. The bid also evidences significant support and engagement from all the host cities, further demonstrated by providing detail on the city's strategy which supports the hosting of major events.</p> <p>The bid lists an innovative and achievable plan for fanzones, with no significant restrictions.</p>	<p>Bid articulates host cities of which the majority are sizeable and of which the majority have significant experience in hosting major / large international events. The bid also evidences a good level support and engagement from all the host cities, further demonstrated by providing detail of some of the host city's strategy which supports the hosting of major events.</p> <p>The bid lists an achievable plan for fanzones, with no significant restrictions.</p>	<p>Bid is able to demonstrate an acceptable level of engagement and support from host cities, but it is clear that the bid has concentrated on gaining support from a few key cities rather than all the host cities. Some host cities lack the scale and / or experience of hosting major / large international events which gives rise to concerns around operational viability for some proposed locations.</p> <p>The bid lists an achievable plan for fanzones, but there are some potential restrictions.</p>	<p>Bid provides limited evidence of host city engagement and support. Limited host city event strategies are provided.</p> <p>There are questions about the ability of a number of host cities having adequate scale and experience to support an event of this size.</p>	<p>No information provided.</p>
7.1 7.2	<p>Bid outlines a detailed team base procurement strategy and methodology. In particular, commitments have been made which minimise the travel impact on teams between event venues. Bid also outlines two team bases that will meet or exceed RWCL standards.</p>	<p>Bid outlines a detailed team base procurement strategy and methodology. Bid only outlines two team bases that will meet RWCL standards, or provides an insufficient amount of detail for the two team bases provided. There are concerns that the procurement strategy will not adequately minimise the impact of travel on teams in all cases.</p>	<p>Bid outlines a detailed team base procurement strategy and methodology, but does not provide sufficient detail for the two team bases it proposes. There are concerns that the procurement strategy will not adequately minimise the impact of travel on teams in all cases.</p>	<p>Bid references the need for team bases but does not show procurement methodology or two examples.</p>	

# 4. TOURNAMENT INFRASTRUCTURE

8. TOURNAMENT SERVICES

10. RUGBY SERVICES

14. MARKETING, PROMOTION AND TICKETING



FRANCE



IRELAND



SOUTH AFRICA

WEIGHTING	DETAILED AREA OF EVALUATION	SUB WEIGHTING	SCORE (0-4)	WEIGHTED SCORE	SCORE (0-4)	WEIGHTED SCORE	SCORE (0-4)	WEIGHTED SCORE
20%	1. Bid sets out a robust and comprehensive security plan that provides RWCL with substantial evidence-based assurance that it can cope with the demands of a Rugby World Cup.	15%	2.5	9.38%	2.5	9.38%	2.5	9.38%
	2. Bid confirms that the host can deliver the Rugby Services requirements.	20%	2	10.00%	3	15.00%	3	15.00%
	3. Bid provides evidence that the ticketing strategy will maximise venue capacity and that the marketing and promotion strategy will maximise national and international engagement.	20%	3.5	17.50%	3.5	17.50%	3.5	17.50%
	4. Bid provides sufficient evidence that all Information Technology Services requirements will be met and implemented.	15%	3	11.25%	2	7.50%	3.5	13.13%
	5. Bid sets out a robust and comprehensive accommodation plan that provides RWCL with substantial evidence-based assurance it can cope with the demands of a Rugby World Cup.	15%	2.5	9.38%	2.5	9.38%	3	11.25%
	6. Bid sets out a robust and comprehensive transport plan that provides RWCL with substantial evidence-based assurance it can cope with the demands of a Rugby World Cup.	15%	3	11.25%	2.5	9.38%	3	11.25%
	<b>SUBTOTAL</b>	<b>100%</b>		<b>13.75%</b>		<b>13.63%</b>		<b>15.50%</b>



4. TOURNAMENT INFRASTRUCTURE  
 8. TOURNAMENT SERVICES  
 10. RUGBY SERVICES  
 14. MARKETING, PROMOTION AND TICKETING

SCORING NOTES

QUESTIONS	4	3	2	1	0
8.21 - 8.26	Bid includes a robust and comprehensive security plan for the tournament. The bid provides evidence of successful security plans from previous major events and clearly displays an understanding of the mechanisms required to deliver a safe and secure Rugby World Cup. The bid provides detailed evidence on how the security plan will be implemented and how any security concerns will be dealt with. The security plan includes the necessary integration with national, local and private security bodies. The current security status in the host nation is acceptable to RWCL.	Bid includes a robust and comprehensive security plan for the tournament. The bid provides evidence of successful security plans from previous major events and clearly displays an understanding of the mechanisms required to deliver a safe and secure Rugby World Cup. However, there are small gaps identified that, whilst not comprising the overall safety and security of the event, will need addressing. The current security status in the host nation is acceptable to RWCL.	Bid includes a security plan that is based on previous events in suggested host cities and / or previous major events. The plan lacks an appreciation of the required integration between delivery bodies and the resources required. The current security status in the host nation is acceptable to RWCL.	Bid includes a high level security plan that is lacking in detail. The plan does not provide RWCL with sufficient confidence that it will meet Rugby World Cup requirements.  OR  The current security status in the host nation is not acceptable to RWCL.	
10.1 - 10.20	Bid demonstrates a sophisticated understanding of the Rugby Services that are required and provides RWCL with a high level of confidence that these requirements will be exceeded.	Bid demonstrates a good understanding of the Rugby Services that are required and provides RWCL with a high level of confidence that these requirements will be met.	Bid clearly shows an understanding of all required Rugby Services but there are some gaps on how all of these services will be implemented and met. RWCL has confidence that solutions can be implemented to the standard required.	Bid references an approach to delivering Rugby Services requirements, but plans are incomplete and RWCL can identify a number of gaps that will make implementation to the standard requires challenging.	



4. TOURNAMENT INFRASTRUCTURE  
 8. TOURNAMENT SERVICES  
 10. RUGBY SERVICES  
 14. MARKETING, PROMOTION AND TICKETING

SCORING NOTES

QUESTIONS	4	3	2	1	0
14.1 - 14.11	Bid articulates a strong and well established existing domestic fan base that can be mobilised for the event. In addition, the bid articulates a compelling approach to mobilising non-fans in the domestic territory. A strong and feasible approach to attracting an international audience is also described. Based on the above, RWCL has good confidence that the articulated ticketing price points are achievable. RWCL have strong confidence that, if implemented, the ticketing strategy will meet or exceed attendance and revenue targets.	Bid articulates a good existing domestic fan base that can be mobilised for the event. The bid articulates a feasible approach to mobilising non-fans in the domestic territory. The bid recognises the importance of attracting international spectators and articulates a targeted approach to achieving this. Based on the above, RWCL has adequate confidence that the articulated ticketing price points are achievable. RWCL have good confidence that, if implemented, the ticketing strategy will meet attendance and revenue targets - however, this is heavily reliant on engaging new domestic and international audiences.	Bid articulates a lower than average existing domestic fan base that can be mobilised for the event. As a result, the bid will be heavily reliant on mobilising a domestic non-fan base and an international fan-base. The marketing approach is adequate, but RWCL has lower confidence that the ticketing price points described are achievable. RWCL have lower confidence that, if implemented, the ticketing strategy will meet attendance and revenue targets in all host cities.	Bid articulates a lower than average existing domestic fan base that can be mobilised for the event and fails to adequately describe how it will mobilise a domestic non-fan base and international audience. RWCL has low confidence that the ticketing price points described are achievable. RWCL has low confidence that, if implemented, the ticketing strategy will meet attendance and revenue targets.	
8.27 - 8.37	Bid makes a robust commitment to implementing all required Information Technology Services for the tournament, and provides sufficient evidence that all requirements will be implemented. Bid also outlines how the tournament will be enhanced through the use of new technology.  The host nation has strong access to domestic partners, technology integrators and other skilled resource.  The technology capability is in place, or will require minimal development work.	Bid makes a robust commitment to implementing all required Information Technology Services for the tournament and provides sufficient evidence that all requirements will be implemented.  The host nation has good access to domestic partners, technology integrators and other skilled resource.  It is expected that there will be some development work to put the technology capability in place.	Bid makes a commitment to implementing all required Information Technology Services. However, bid displays a limited delivery methodology and / or outlines limited examples of improvements from previous major events.  The host nation has adequate access to domestic partners, technology integrators and other skilled resource.  It is expected that there will be significant development work to put the technology capability in place.	Bid references its Information Technology Services plans, but the information is limited and there are a large amount of gaps.  The host nation has limited access to domestic partners, technology integrators and other skilled resource.	



4. TOURNAMENT INFRASTRUCTURE  
 8. TOURNAMENT SERVICES  
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SCORING NOTES

QUESTIONS	4	3	2	1	0
8.10 - 8.20	Bid includes a robust and comprehensive accommodation plan for the tournament. The accommodation plan articulates a solid understanding of the predicted levels, requirements and demands for Rugby World Cup accommodation. The bid provides sufficient evidence that it will be able to exceed the required accommodation levels and standard for all stakeholders in all host cities (either in overall number of rooms, quality or both).	Bid includes a robust and comprehensive accommodation plan for the tournament. The accommodation plan articulates a solid understanding of the predicted levels, requirements and demands for Rugby World Cup accommodation. The bid provides sufficient evidence that it will be able to meet the required accommodation levels for all stakeholders in all host cities.	Bid includes a detailed accommodation plan for the tournament. However, the current infrastructure does not meet RWCL requirements in one or more event locations. Work is required to meet the minimum requirements (either in overall number of rooms, quality or both) to increase capacity or implement other mitigating solutions. For example, this may mean that stakeholders have to travel further than desired for accommodation.	Bid references the need for an accommodation plan and includes information on appropriate accommodation options available in each host city. However, there are significant gaps in the information provided and it is anticipated that a number of proposed event locations will not be able to meet the requirements (capacity or quality) without significant capacity upgrades or suboptimal mitigations being implemented.	



4. TOURNAMENT INFRASTRUCTURE  
 8. TOURNAMENT SERVICES  
 10. RUGBY SERVICES  
 14. MARKETING, PROMOTION AND TICKETING

SCORING NOTES

QUESTIONS	4	3	2	1	0
8.1 - 8.9	<p>Bid includes a robust and comprehensive transportation plan for the tournament.</p> <p><b>VENUE LEVEL:</b> The plan for each venue is well evidenced through appropriate crowd modelling and provides RWCL with a high level of confidence that it is accurate. Examples of successful transportation plans from previous major events are included. The bid allows for multiple transport options for spectators that give a high level of confidence that the spectator experience will deliver the expected levels of speed, comfort and price. The bid also includes comprehensive contingency plans.</p> <p><b>DOMESTIC LEVEL:</b> The bid provides good confidence that there is sufficient capacity, frequency and modes of transport to move expected numbers between host cities and RWCL have a high level of confidence that the spectator experience will deliver the expected levels of speed, comfort and price.</p> <p><b>INTERNATIONAL LEVEL:</b> The bid provides a high level of confidence that the territory has the required capacity and frequency of transport options for all key RWC2023 international territories.</p>	<p>Bid includes a robust and comprehensive transportation plan for the tournament.</p> <p><b>VENUE LEVEL:</b> The plan for most venues is well evidenced and provides RWCL with a good level of confidence that transport solutions are adequate. For some venues, there are questions as to the adequacy of transport provision to the standards expected.</p> <p><b>DOMESTIC LEVEL:</b> The bid provides good confidence that there is sufficient capacity, frequency and modes of transport to move expected numbers between most host cities. There are some venues that will pose transport challenges, either due to existing capacity, existing links or journey times.</p> <p><b>INTERNATIONAL LEVEL:</b> The bid provides a high level of confidence that the territory has the required capacity and frequency of transport options for all key RWC2023 international territories.</p>	<p>Bid includes a robust and comprehensive transportation plan for the tournament.</p> <p><b>VENUE LEVEL:</b> The plan for most venues is adequately articulated, however a number of venues will require significant enhancement to standard transport provisions to meet the anticipated demand.</p> <p><b>DOMESTIC LEVEL:</b> The bid provides adequate confidence that there is sufficient capacity, frequency and modes of transport to move expected numbers between most host cities. There are some venues that will pose transport challenges, either due to existing capacity, existing links or journey times.</p> <p><b>INTERNATIONAL LEVEL:</b> The bid provides an adequate level of confidence that the territory has the required capacity and frequency of transport options for all key RWC2023 international territories.</p>	<p>Bid does not include a robust and comprehensive transportation plan for the tournament.</p> <p><b>VENUE LEVEL:</b> The plan for a number of venues is not adequately articulated, and it is expected that significant transport upgrades will be required in many instances to meet anticipated demand.</p> <p><b>DOMESTIC LEVEL:</b> The bid provides low levels of confidence that there is sufficient capacity, frequency and modes of transport to move expected numbers between most host cities. There are a number of venues that will pose transport challenges, either due to existing capacity, existing links or journey times.</p> <p><b>INTERNATIONAL LEVEL:</b> The bid provides less than adequate levels of confidence that the territory has the required capacity and frequency of transport options for all key RWC2023 international territories.</p>	

## 5. FINANCIAL, COMMERCIAL & COMMITMENTS

- 4. GOVERNMENT SUPPORT
- 9. BROADCAST LANDSCAPE
- 11. LEGISLATION AND CUSTOMS
- 12. FINANCIAL FEASIBILITY
- 13. COMMERCIAL RIGHTS
- 16. GUARANTEES



FRANCE



IRELAND



SOUTH AFRICA

WEIGHTING	DETAILED AREA OF EVALUATION	SUB WEIGHTING	SCORE (0-4)	WEIGHTED SCORE	SCORE (0-4)	WEIGHTED SCORE	SCORE (0-4)	WEIGHTED SCORE
35%	1. Bid confirms that the minimum Tournament Fee of £120million will be met and provides robust, tangible and enforceable Government Guarantee(s) for the Tournament Fee.	30%	3	22.50%	2.5	18.75%	4	30.00%
	2. Bid sets out a tournament budget that: <ul style="list-style-type: none"> <li>• Is sufficient to cover the expected costs of hosting Rugby World Cup 2023</li> <li>• Includes an appropriate level of commentary explaining the assumptions made in formulating it</li> <li>• Includes the necessary insurance levels</li> <li>• Provides robust, tangible and enforceable guarantee(s) / underwrite for the tournament budget.</li> <li>• Is viable.</li> </ul>	20%	3	15.00%	4	20.00%	3.5	17.50%
	3. Bid demonstrates a strong level of support from government and provides robust, tangible and enforceable government guarantees for tax exemptions, customs, immigration and visas, commercial rights protection and national security.	15%	3	11.25%	3	11.25%	3	11.25%
	4. Bid provides evidence that the commercial programme values will be optimised in the host country.	25%	4	25.00%	3	18.75%	2	12.50%
	5. Bid (and independent due diligence) demonstrates that the Rugby World Cup 2023 will take place in a secure political and economic environment.	10%	3	7.50%	3	7.50%	2	5.00%
<b>SUBTOTAL</b>		<b>100%</b>		<b>28.44%</b>		<b>26.69%</b>		<b>26.69%</b>

# 5. FINANCIAL, COMMERCIAL & COMMITMENTS

- 4. GOVERNMENT SUPPORT
- 9. BROADCAST LANDSCAPE
- 11. LEGISLATION AND CUSTOMS
- 12. FINANCIAL FEASIBILITY
- 13. COMMERCIAL RIGHTS
- 16. GUARANTEES

## SCORING NOTES

QUESTIONS	4	3	2	1	0
12.1 12.2 16.1	Bid confirms a Tournament Fee of more than £120million and provides evidence that the Fee is guaranteed by national government.	Bid confirms a Tournament Fee of £120million and provides evidence that the Fee is guaranteed by national government.	Bid confirms a Tournament Fee of £120million and provides evidence that the Fee is guaranteed by national government.	Bid confirms a Tournament Fee of £120million or more, but RWCL has some concerns about the level of guarantee.	Bid confirms a Tournament Fee of less than £120million and / or does not provide any evidence the fee is guaranteed by national government.
12.3 12.4 12.5 12.7 - 12.12	Bid sets out and thoroughly explains a detailed tournament budget which aligns with the expected costs of the tournament and is guaranteed by an appropriate entity. The bid provides a comprehensive commentary, which includes key assumptions and highlights areas of potential risk, alongside contingency methods. RWCL agrees with the bidder's assumptions.	Bid sets out and thoroughly explains a detailed tournament budget which is realistic to cover the costs of the RWC2023. It aligns with the expected costs of the tournament and is guaranteed by an appropriate entity. The budget is supplemented by additional commentary which explains key assumptions and would highlight areas of potential risk with contingency methods. RWCL agrees with the bidder's assumptions.	Bid sets out and thoroughly explains a detailed tournament budget which is realistic to cover the costs of the RWC2023. It aligns with the expected costs of the tournament and is guaranteed by an appropriate entity. The budget is supplemented by additional commentary which explains key assumptions and would highlight areas of potential risk with contingency methods. RWCL agrees with the bidder's assumptions.	Bid sets out a detailed tournament budget which is realistic to cover the costs of the RWC2023 and is guaranteed by an appropriate entity. However, there are some gaps and not all assumptions are included.	The bid submits an unrealistic budget, or submits a budget that is not guaranteed by an appropriate entity.
4.1 - 4.6 4.8 - 4.9 11.1 - 11.9 12.15 - 12.21 16.3 16.4	Bid provides robust, tangible and enforceable government guarantees for all required tax exemptions, customs, immigration and visas, commercial rights protection and national security that will allow RWC2023 to be held in the best possible legislative environment.	Bid provides robust, tangible and enforceable government guarantees for most tax exemptions, customs, immigration and visas, commercial rights protection and national security, but RWCL feel that there may be some gaps that will cause operational or commercial challenges or uncertainty if not addressed.	N/A		Bid provides government guarantees for tax exemptions, customs, immigration and visas, commercial rights protection and national security, but there are questions over enforceability, or there may be significant gaps in the guarantees.



# 5. FINANCIAL, COMMERCIAL & COMMITMENTS

- 4. GOVERNMENT SUPPORT
- 9. BROADCAST LANDSCAPE
- 11. LEGISLATION AND CUSTOMS
- 12. FINANCIAL FEASIBILITY
- 13. COMMERCIAL RIGHTS
- 16. GUARANTEES

## SCORING NOTES

QUESTIONS	4	3	2	1	0
9.1 - 9.7 12.6 13.1 - 13.6	<p>1. The anticipated market values articulated in the budget exceed expectations and their feasibility is robustly evidenced.</p> <p>2. The offer for the commercial rights exceeds RWCL expectations. The bid provides RWCL with a high level of confidence as to how these rights are guaranteed.</p> <p>3. There is high potential from the proposed broadcast offering.</p>	<p>1. The anticipated market values articulated in the budget meet expectations and their feasibility is robustly evidenced.</p> <p>2. The commercial offer for the commercial rights meets RWCL expectations. The bid provides RWCL with a sufficient level of confidence as to how these rights are guaranteed.</p> <p>OR</p> <p>No offer is made for the commercial rights.</p> <p>3. There is a good level of potential from the proposed broadcast offering.</p>	<p>1. The anticipated market values articulated in the budget are slightly lower than expectations.</p> <p>OR</p> <p>The anticipated market values in the budget are not adequately evidenced.</p> <p>2. The offer for the commercial rights are slightly lower than RWCL expectations.</p> <p>OR</p> <p>The bid does not provide RWCL with a sufficient level of confidence as to how these rights are guaranteed.</p> <p>OR</p> <p>No offer is made for commercial rights.</p> <p>3. The proposed broadcast offering does not meet expectations.</p>	<p>1. The anticipated market values articulated in the budget are significantly lower than expectations.</p> <p>OR</p> <p>The anticipated market values in the budget are not adequately evidenced and considered infeasible.</p> <p>2. The commercial offer for the commercial rights are significantly lower than RWCL expectations.</p> <p>OR</p> <p>No offer is made for the commercial rights.</p> <p>3. The proposed broadcast offering does not meet expectations.</p>	
4.7	<p>Bid (and independent due diligence) provides evidence of a politically and economically stable host nation through historic data, and forecasts provide a continued positive environment in terms of economic growth. Significant destabilising political change is unlikely.</p>	<p>Bid (and independent due diligence) provides evidence of a politically and economically stable host nation through historic data, and forecasts provide an acceptable level of confidence that an unforeseen significant economic downturn is unlikely. Political stability is acceptable.</p>	<p>Bid (and independent due diligence) provides minimal evidence of political or economic stability. Forecasts give limited confidence of ongoing economic stability. There is evidence to suggest disruptive political change could occur.</p>	<p>Bid (and independent due diligence) does not demonstrate political or economic stability. The response raises questions as to whether the host nation is secure in either of these areas.</p>	



**FRANCE**



**IRELAND**



**SOUTH AFRICA**

AREA	WEIGHTING	WEIGHTED SCORE	WEIGHTED SCORE	WEIGHTED SCORE
1. VISION AND HOSTING CONCEPT	10%	7.06%	6.75%	6.25%
2. TOURNAMENT, ORGANISATION & SCHEDULE	5%	3.75%	3.44%	3.91%
3. VENUES AND HOST CITIES	30%	22.88%	21.75%	26.63%
4. TOURNAMENT INFRASTRUCTURE	20%	13.75%	13.63%	15.50%
5. FINANCIAL, COMMERCIAL & COMMITMENTS	35%	28.44%	26.69%	26.69
<b>TOTAL</b>	<b>100%</b>	<b>75.88%</b>	<b>72.25%</b>	<b>78.97%</b>

## RWC 2023 CANDIDATE ASSESSMENT MATRIX

### SCORING NOTES

- Candidates will be given a score for each detailed area of evaluation
- A score will be given between 0-4
- A score of 2 or 3 (dependent on the individual criteria) reflects the fact that the Candidate has met the minimum standard of RWCL. If the Candidate provides sufficient confidence that their proposal will go 'above and beyond' the minimum standard, a score between 2.5 to 4 will be given
- The scoring note bands have been designated as 0-4 but the assessment method also allows 0.5 marks to be granted (up to the maximum mark of 4)